

# Sales Management

THE MAGAZINE OF MARKETING

Will New F.T.C. Code  
Cut Your Co-op Ad Costs?  
Page 100



**LEADERSHIP:**  
The Priceless Ingredient  
In Corporate Vitality

Page 74

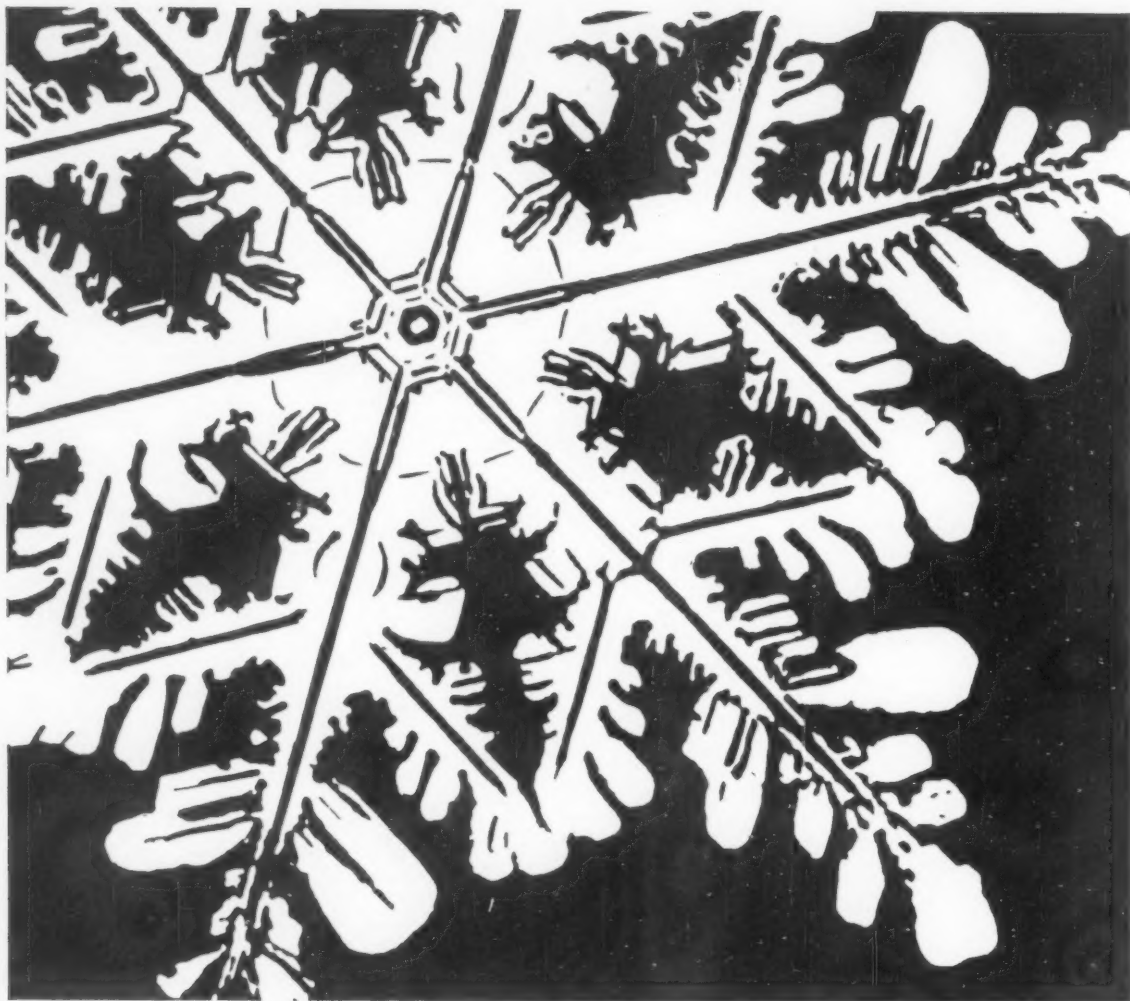
H. W. PRENTIS, Jr.  
Chairman, Armstrong Cork Co.

**Should Your  
Stock Be Listed?**

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**The Company Man in Washington:  
An Odd Fellow  
With an Odd Job**

Page 30



## It takes more than this . . .

It takes many snowflakes to make a lasting impression—just as it takes many specialized skills to change the landscape of group opinion at a meeting, convention, or presentation. And—you can change *your* landscape . . . develop forceful, visualized programs . . . without struggling through the drifts of endless detail.

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Idea men, writers, artists, photographers, directors, designers, and a host of other highly trained specialists are available at *one source* with *one* undivided responsibility, with *one* accounting . . . and only *one* explanation on your part.

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Gateway Center

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230 N. Michigan / 78

# Advertisers Invested More Money in the New York Journal-American during 1955 than in Any Other Year in its History

It started in '54. The Journal-American gained more than a million lines of retail advertising over the previous year...the largest retail lineage gain of any New York newspaper.

In '55, the Journal-American continued to gain in retail, national, amusement and classified advertising...and chalked up a total increase of more than 1,600,000 lines! 1955 brought to the Journal-American the greatest advertising revenue in its 60-year history!

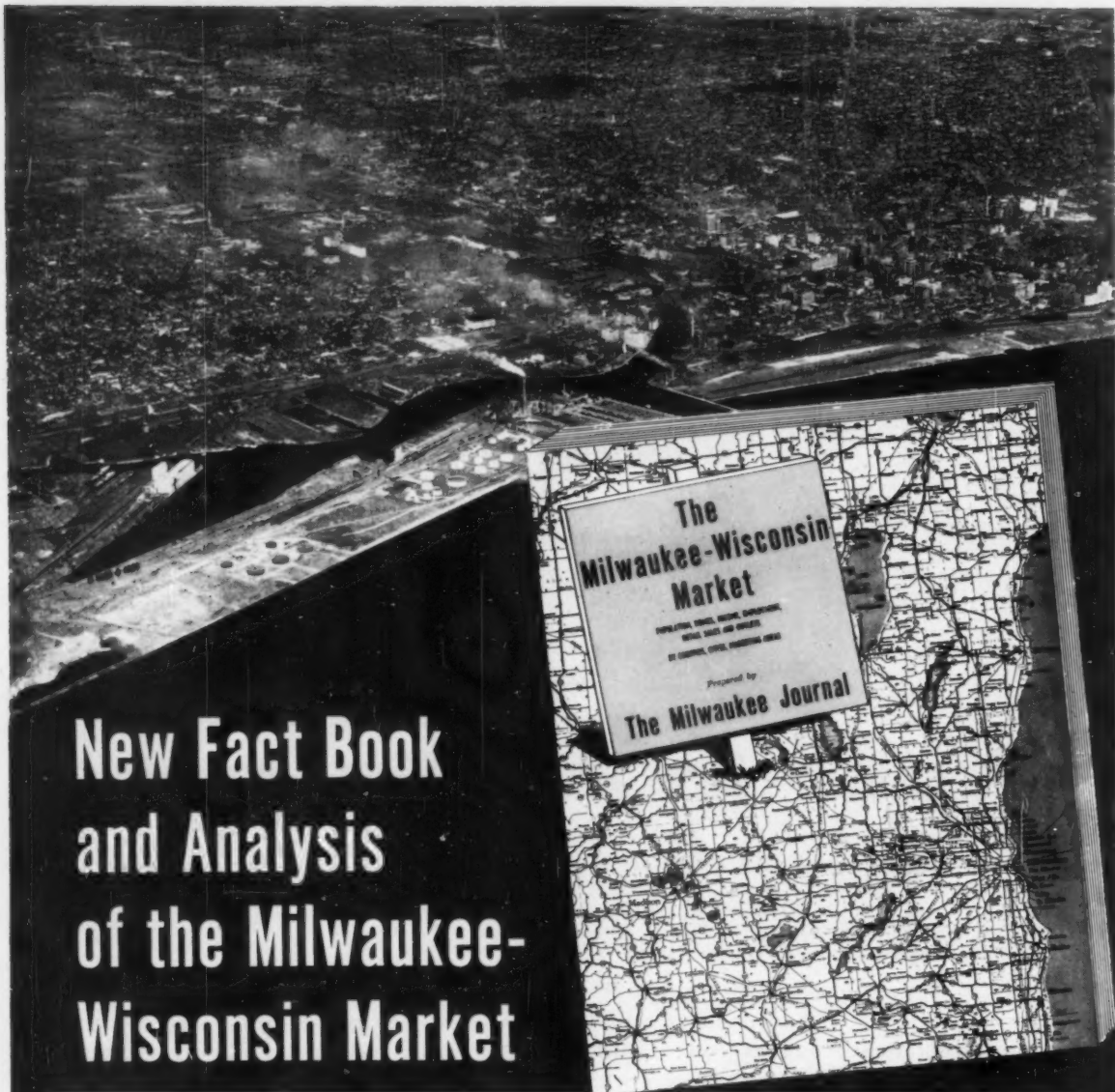
Advertising acceptance is based on reader

acceptance. In daily circulation, the Journal-American tops the World-Telegram & Sun by 80,000...the Times by 120,000...the Post by 250,000...the Herald-Tribune by 310,000.\* On Sunday, too, the Journal-American leads all other full-size newspapers in family acceptance in the rich, "pay dirt" area of New York City and suburbs.

\* A recent independent survey of newspaper readership in New York and its suburbs indicates the Journal-American is read by 1,600,000 persons daily—500,000 more than the second evening newspaper.

**Journal** NEW YORK **American**  
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE





# New Fact Book and Analysis of the Milwaukee- Wisconsin Market

Here is a precise, detailed, revealing picture of the Milwaukee-Wisconsin Market as it is today. This 100-page book is designed as a handy reference guide for the convenient use of advertisers. It covers marketing areas, population, homes, growth, employment, income, retail trade and newspaper circulation. Included is a close-up of 34 areas which make up the metropolitan Greater Milwaukee area, with data and maps for each area.

Factual material is given in considerable detail for those who like to measure comparable market potentials. Data is pertinent to marketing problems and arranged by basic subjects for ease in finding material you need for the individual problem at hand.

Write now for your copy of this valuable aid to sales planning in the Milwaukee-Wisconsin market. On company letterhead, please, to the National Advertising Department of this newspaper.

## THE MILWAUKEE JOURNAL

*National Representatives - O'Mara & Ormsbee, Inc.*

New York

Chicago

Detroit

Los Angeles

San Francisco



# Sales Management

VOLUME 76 NO. 2

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

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JANUARY 15, 1956

Again an Inspiring  
All Time Record ...

11,322

ADVERTISERS  
PLACED

42,293

ADVERTISEMENTS  
WITH THE HELP OF

1,608

ADVERTISING  
AGENCIES

in 1955 Annual Edition of

THOMAS REGISTER

The Record Speaks for Itself!

READERSHIP-ZERO  
BUYERSHIP-100%

It Really Pays to Advertise in...

THOMAS  
REGISTER

96% PAID CIRCULATION

Thomas Publishing Company  
461 Eighth Avenue, New York 1



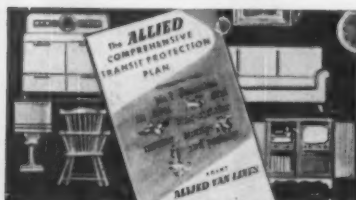
Moving?  Call...  
Your **ALLIED** agent



no.1 specialist  
in long-distance moving!



(packing and storage, too!)



**Comprehensive Transit Protection** means that Allied can assume on your request full liability for the actual and declared value of your household goods, the broadest transit protection available today.



**FREE Booklet** to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

## Sales Management

EXECUTIVE OFFICES 386 Fourth Ave.  
New York 16, N. Y. Lexington 2-1760

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SALES MANAGEMENT

# DOLLARS say AMERICAN ARTISAN is the BEST READ BOOK in...

*Residential Air Conditioning • Warm Air Heating • Sheet Metal Contracting*

## AMERICAN ARTISAN

Readers of this field-leading book are the KEY dealer-contractors and wholesalers handling 80% of the available business. In no other medium can you reach them "The American Artisan Way." And what is that way? Simply, an outstandingly useful editorial job which attracts and holds PAID subscribers. Every copy is paid for because it's worth it! Here's assurance, backed up by dollars on the line, that American Artisan is wanted, respected, and used. Doesn't it follow that American Artisan is where your advertising effort should be concentrated? Remember, it's the only book in its field that can provide you with a 100% paid circulation.



**Keeney Publishing Co.**

AIR CONDITIONING HEADQUARTERS

**6 N. Michigan, Chicago**

**NEW YORK: 1734 Grand Central Terminal**

**CLEVELAND: 737 National City Bank Bldg.**

**LOS ANGELES: 672 S. Lafayette Park Place**





## *they Buy More because they Have More!*

● Yes, Indianapolis is a *plus* market for almost any product. According to U. S. Census Bureau studies on toilet facilities, Indianapolis ranks as one of the most modern metropolitan cities in the country. Retail sales run 20.3%\* above the national average, and average annual income per family is far out in front of the national average. So whatever you're selling . . . washbowls, electric razors, soap, toothbrushes or medicine cabinets . . . you'll sell more in Indianapolis. In addition you'll enjoy these other extremely desirable and very important market advantages:

- ▶ It's BIG . . . with a population of 600,000.
- ▶ It's STEADY . . . unsurpassed for diversification and balance of industry and agriculture.
- ▶ It's EASILY REACHED . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Star and The News. Write for complete market data today.

**KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES**

\*Consumer Income Supplement, 1954, Standard Rate & Data Service

# THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

# THE INDIANAPOLIS NEWS



## EDITORIALS

### A Great, Great Advertisement!

No individual is more identified with television and radio in the minds of the general public and especially in the minds of media buyers and users than John Crosby, critic for the *New York Herald Tribune*. He is Mr. Broadcasting. John Crosby, whose column is syndicated in newspapers throughout the land, is informed, urbane, witty, and he is the pride and the scourge of the broadcasting industry. The industry learned in his very first column that he would be no patsy for broadcasting.

The Curtis Publishing Co. has just bought full pages in the metropolitan newspapers and reprinted John Crosby's column "Maggie Can Read!" This venerable organization, nimble on its feet, has scored, we believe, the promotional coup of the year.

Maggie is Crosby's six-year-old daughter. Wrote Crosby: "Maggie is a television child; by that I mean when she first became conscious of anything beyond sleeping and eating, the TV set was right there and it soon commanded an awful lot of her attention. A few years back, you will recall, we were all mighty worried not only that we'd never get the kids away from the set long enough to teach them how to read, but that we would forget how to read ourselves. . . . There were some grounds for this fear. Reading probably did fall off for a while. But in 1955, despite the fact that there was probably five times as much television to choose from, there was not only more reading than before TV, but there was more reading than ever before in the history of the country. People are now buying some 55 million newspapers a day, about 58 million magazines a week, to say nothing of eight hundred million books a year!"

One of those readers now is Maggie, proudly announces Crosby, who reports that his daughter has just said, "Daddy, I'm going to read you a story."

The Curtis Publishing Co. footed the bill to publish John Crosby's column. The entire publishing industry ought to be proud that Curtis seized instantly a big, bold, and exciting promotional opportunity to drive home to all print media customers and prospects that reading is a habit we never give up.

We predict that when the great selling messages of the 20th Century are selected, "Maggie Can Read!" will be one of them.

### Six Jobs in Eight Years

The would-be salesman in a college senior graduating class undoubtedly has some qualms about taking a sales job upon graduation when he sees the elite of his class, the engineers, being wildly sought after and at high starting pay. For example, the 1956 starting salary for graduate engineers, according to Case Institute of Technology, will be around \$400. In 1955, it was \$384 and as late as 1951, it was \$298 per month. Not many starting sales jobs offer that kind of a monthly guaranteed income.

But, sadly, the engineer quickly discovers that all is not peaches and cream. In a fascinating analysis of the engineer shortage, *Steel* reports that an engineer at age 23 starting out at \$385 per month is likely to end up at age 35 drawing only \$585 per month.

"On the average," reports *Steel* "a young engineer today starts out at about \$25 a month higher than a liberal arts or business administration graduate. At the end of five years that gap has disappeared. At the end of ten, the business ad or liberal arts man may hold an edge over the engineer, although that's hard to prove. But some engineers

## (Stickin' Around with KLEEN-STIK

### Puts "Pay" in "Display"

What does? KLEEN-STIK, of course! Practically every type of P.O.P. display and label "pays off" better when you add the peel-an'-press usability of this marvelous adhesive. More dealers and salesmen use 'em . . . more buyers see 'em!



### 3-Way Bottle "Booster"

To boost all bottle goods sales, GLASS CONTAINER MFRS. INST., New York, furnishes this "triple-threat" piece to 6,000 U.S. bottlers. Creased lengthwise, a giant bottle-cap "pops up" for use as a "shelf-talker" . . . cut off at the score, it wraps around a pyramid of bottles, or forms a colorful sign for wall, window, or truck. Either way KLEEN-STIK STRIPS get it up easy and keep it up! Slick KLEEN-STIK application by GCM! Mktg. Director R. L. CHENEY, in league with JIM LEINDECKER and JOEL CONRON of KENYON & ECKHARDT ad agency.



### "Able" Airline Label

To control "carry-on" baggage, AMERICAN AIRLINES uses this colorful gold foil label, backed with special KLEEN-STIK adhesive. The ticket clerk puts each piece of baggage thru an ingenious "bag tester", and presses a label on each approved piece. And here's the "gimmick"—due to the special adhesive, the label cannot be removed without destroying it! (However, it sticks permanently for use on future flights.) ALLEN HOLLANDER CO., INC., N.Y.C., did the "able" production in rolls for use with hand or automatic dispensers.

Have you a favorite KLEEN-STIK display or label you'd like to see featured in this column? Send us a sample and full details, including the names of the people responsible for designing and producing it. There's a valuable surprise prize for every contributor!

### KLEEN-STIK PRODUCTS, INC.

7300 West Wilson Avenue • Chicago 31, Ill.  
Pioneers in pressure sensitives for Advertising and Labeling

diversity



**DIVERSITY** makes the



**The Spokane Market Beats**

- 14 states in Total Retail Sales
- 30 states in Retail Sales per capita
- 39 states in Retail Sales per store
- 15 states in Total Net Buying Income
- 33 states in Net Buying Income per capita



**makes a difference**



## Spokane Market different too!

### **AND IT'S ONE OF THE THREE MUST MARKETS IN THE PACIFIC NORTHWEST**

**Industrial diversification**—a major key to the Spokane Market's economic vigor and stability—is a continuing process which broadens the horizons of opportunity, encouraging new enterprise and stimulating the flow of population to this busy area. New techniques are raising the productivity and prosperity of the region's basic industries—mining, agriculture, livestock, lumbering . . . manufacturing establishments are expanding in size, variety, and number.

**More and bigger payrolls** are reflected in augmented demand for an ever greater variety of consumer goods. Well over a million residents, with more money than ever to spend, make the Spokane Market more than ever a *must* on your advertising and sales promotion program.

**Make 1956 your biggest year . . .** take fullest advantage of the big—and steadily increasing—sales potential of this rich and still-growing market, through the two daily newspapers that grow with the country—The Spokesman-Review and Spokane Daily Chronicle. Delivering the greatest circulation in their history, they are recognized as the most effective sales-activating medium in the billion-dollar Spokane Market. If they are not already on your schedule, make it a point to get the Spokane story from your nearest Cresmer & Woodward man.

**Combined Daily Circulation Over 160,000—81.84 % UN-duplicated**

**THE SPOKESMAN-REVIEW**  
MORNING SUNDAY  
**Spokane Daily Chronicle**  
EVENING  
**SPOKANE, WASHINGTON**

*Best  
Advertising Buy  
in America's Best  
Test Market*

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago,  
Detroit, Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY  
SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group.

## Beautiful balance!

WHO-TV serves 42 central Iowa counties — over 329,000 families — over 85% of them owning TV sets. Annual Effective Buying Income is \$5002 per family (\$96.20 per week!)

It's a well-balanced market, too — split almost exactly 50-50 between urban and non-urban. (Incidentally, new U.S. Census Bureau figures for 16 states rank Iowa first in farm TV-set ownership!)

WHO-TV dominates this market as no other medium, or combination of media, possibly could. Loyal Iowans watch WHO-TV by the hour, and buy the products that bring them the shows — on Channel 13, 316,000 watts.

Ask Free & Peters for the *proof!*



# WHO-TV

Channel 13 • Des Moines



Col. B. J. Palmer, President  
P. A. Loyet, Resident Manager  
Free & Peters, Inc.  
National Representatives



believe you can. They see John Smith from Turpentine Tech earning \$7,000 a year while Bill Jones from Business U is pulling down \$12,000 as a salesman. And Smith has to tell Jones the difference between a rotor and a stator!"

Among many graduate engineers, sales engineering does not have the lure of career appeal that applied engineering seems to have. So many of you have the problem of explaining to sales engineering prospects the difference between engineering opportunity in the plant and engineering opportunity on the road. The *Steel* report, available as a reprint, can be very useful to you in helping the prospective engineer decide where his future really lies, happily.

## Can't Hire Enough Salesmen?

Most of us can remember when it appeared that our oil reserves would be insufficient for the mechanized age which we have today. Now the number of oil-consuming devices far exceed any estimate of two decades ago. But, miraculously, we have plenty of oil and undreamed of quantities in reserve.

Some people are worrying out loud about the coming labor shortage in the next 20 years, especially in the service fields. Specifically, will there be enough people to handle all of the sales jobs required by the population in 1976? The answer may be "no" if we think of the salesman-buyer relationship of 1976 in terms of today's relationships. The oil industry discovered its reserves by developing and exploiting new devices. Surely the sales profession will be as imaginative and aggressive in developing new approaches.

"There are not enough salesmen in the world," recently said Elwood Whitney, vice-president, Foote, Cone & Belding, "nor enough dollars to hire them to keep in effective contact with all customers. As a result, advertising, both at home and abroad, has become industry's best salesman."

We see absolutely no reason why the total sales effort—of which advertising is a part—should not benefit from the ability of our managers to increase national productivity at the rate of about 3% a year. The way in which salesmen may be deployed in the next 20 years undoubtedly will change. As part of that change, we can see that the efficiency of the salesman will be raised as he learns still more how to exploit the power of advertising.

## Are You General Management Caliber?

At the risk of embarrassing T. E. (Tad) Alwyn, not so long ago appointed vice-president in charge of operations for American Can Company's Atlantic Division, we would like to cite his promotion as an example of how a sales background provides excellent training for a general management executive.

Few sales executives are chosen by their boards of directors to be president merely because they are expert sales executives or because they are super personal salesmen. They are chosen because they have demonstrated potential far beyond their specialty. In most cases, one of the hardest jobs for the sales executive promoted to the presidency is to firmly check his instinct to take an undue interest in the management of the sales department under his successor, whom he no doubt has personally chosen.

We like to see sales executives, who aspire to be chief executive officers, take an active interest in non-sales affairs. They are people who learn a lot about manufacturing, financing, law, and how to deal with all kinds of people in non-product-selling capacities.

for business-  
or for  
family  
fun!

hotels  
**Mayfair Lennox**  
TELETYPE SL139 ST. LOUIS

**MORE PRODUCT  
KNOWLEDGE  
MEANS MORE SALES**



### BESLER VU-GRAPH OVERHEAD PROJECTOR

Projects pictures in brilliant color to an audience of 4 or 400 easily! And in a fully lighted room. Vu-Graph gives you startling new ways to explain and sell your product advantages.

**BESLER VU-GRAPH** projects product facts with clarity and simplicity.

Ideal for Sales Meetings.

Increase the potential of your sales force with proper use of **BESLER VU-GRAPH**.

Write Dept. B for a free demonstration and colorful brochure: "Get the Point Across."

**CHARLES Beseler COMPANY**  
EAST ORANGE, NEW JERSEY



Architectural Record gives you...

# TOP VERIFIABLE COVERAGE OF THE ARCHITECT-PLANNED BUILDING MARKET

Steady state-by-state analysis of *Dodge Reports* shows that the architects who subscribe to Architectural Record are responsible for nearly nine-tenths of *all* architect-designed building, *residential and nonresidential, small and large.*

For example, in Connecticut 88.1%, in Indiana 92.6%, in Louisiana 93.1%, in Ohio 86.5%, in Texas 82.7%, in Pennsylvania 93.9%.

**How Market Coverage Is Measured.** Architectural Record's market coverage is established with the aid of *Dodge Reports*—the most authentic guide to building activity in existence. A continuous record is kept of all projects (showing type, location,

\* Ask us for state checks showing Architectural Record's coverage of those architects who are planning the specific types of buildings which constitute the biggest market for your products.



## Architectural

size, and the name of the architect) reported by F. W. Dodge's more than 1,000 trained building newsgatherers. The names of all active architects are then checked against the Record's subscriber galley to measure market coverage, building type by building type, state by state.\*

**What Verifiable Market Coverage Means to You.** Four-fifths of all U. S. building is architect-engineer planned. With the lion's share of this huge market *verifiably* in the hands of Record subscribers you can:

1. **economically and effectively concentrate your advertising to active architects and engineers in Architectural Record as your primary medium;**
2. **allocate a larger portion of your advertising budget to adequate size space and continuity to win for your advertising the attention and readership that mean sales.**

" Workbook of the  
active architect  
and engineer "

# Record

119 West 40th Street  
New York 18, N. Y. • Oxford 5-3000

Put all five of these exclusive Architectural Record advertising values to work for your sales force in 1956.

1. **Top editorial quality and quantity**—33 editorial awards—including three out of four awards by The American Institute of Architects to architectural magazines testify to the quality of the Record's editorial content. And the Record publishes more editorial pages than any other magazine in its field—with every page edited specifically for architects and engineers.
2. **More circulation where it counts most**—More architects, more consulting engineers, more staff architects and engineers in commerce and industry subscribe to Architectural Record.
3. **Reader preference**—Architects and engineers have voted Architectural Record "preferred" in 78 out of 85 *independently sponsored* studies.
4. **Verifiable market coverage**—*Dodge Reports* document Architectural Record's coverage of those architects and engineers who plan over 85% of all architect-planned building, *nonresidential and residential, small and large.*
5. **Advertising leadership**—Architects and engineers read Architectural Record for building product information. Year after year (and again in 1955) more building product manufacturers and their agencies are placing more advertising of more products in the Record than in any other architectural magazine.



**In Greater Philadelphia,**



**The Bulletin delivers more copies**



**to more people every 7 days**



**than any other newspaper**

You reach interested readers and active buyers when you put your sales messages in prosperous Philadelphia's favorite newspaper—The Evening\* and Sunday Bulletin.

Throughout Greater Philadelphia's multi-billion-dollar market, people are showing increasing interest in The Sunday Bulletin and its lively all-new look.

Published on new presses, in new type, in the world's most modern newspaper plant, The Sunday Bulletin now features 10 separate sections, R.O.P. editorial and advertising color.

The Bulletin offers you a great sales opportunity. Philadelphians buy it, read it, trust it and respond to the advertising in it.

The Bulletin is Philadelphia.

*\*Largest evening newspaper in America*

**In Philadelphia nearly everybody  
reads The Bulletin**

**Advertising Offices:** Philadelphia, 30th and Market Streets  
New York, 285 Madison Ave. • Chicago, 520 N. Michigan Ave.

**Representatives:** Sawyer Ferguson Walker Company in Detroit  
Atlanta • Los Angeles • San Francisco



## LETTERS TO THE EDITORS

### "1965 and You" Hors d'Oeuvre Turns Up in Swedish Sales Smorgasbord; January-July Sales of Food, Fun, Cars and Clothes Slow?

#### The Big Sell-Out

EDITOR, SALES MANAGEMENT:

After reading SALES MANAGEMENT's "The Big Order" (Dec. 1, 1955, p. 60): company director, director's wife, president, vice-president, sales manager, regional manager, district manager, district rep., application eng., production man, cost engineer, inspector, service man — "let's turn back our pay check, we don't deserve them."

J. B. Rabiner

Advertising Manager  
Berkshire Eagle  
Pittsfield, Mass.

#### For the Sales Smorgasbord

EDITOR, SALES MANAGEMENT:

The article in your Nov. 10, 1955 issue, "1965 and You" (p. 22) I found very stimulating. But then, this is in no way exceptional. I have, ever since I became a subscriber (some years ago), found the reading of SALES MANAGEMENT particularly enjoyable and worthwhile.

"1965 and You" has so much verve that I should like to make it known to as many sales managers as possible. Therefore, I am taking the liberty of asking if I may have your permission to translate it into Swedish and send it to my clients and to others whom I know will be interested. Naturally, I shall state the source.

For your information I might add the following personal data: Former Scandinavian director and present member of the executive committee, National Sales Executives Inc.; a founder and present first vice-chairman, Swedish Sales Executives Group; member, Scandinavian Sales Executives Cooperative Committee; member, program and convention committee, The Swedish Federation of Sales and Advertising; member, American Marketing Association.

I take this opportunity to wish SALES MANAGEMENT a continued success in 1956.

Bertil Neuman

Sales and Marketing Consultant  
Marketing and Opinion Research  
Stockholm, Sweden

►Happy to have "1965 and You" translated into Swedish. Maybe you'll send us a copy and our Swedish staff member can tell us what a good job you did.

#### Block That Peg!

EDITOR, SALES MANAGEMENT:

"When Presidents Sell to Wall Street" (Nov. 1, 1955, p. 32) was an awfully good sales story idea. It naturally seemed good to me because you used Mr. Block [Joseph L. Block, president, Inland Steel Co.] as the peg, but I think I would have considered it good in any event.

David Dillman

Manager, Public Relations  
Inland Steel Co.  
Chicago, Ill.

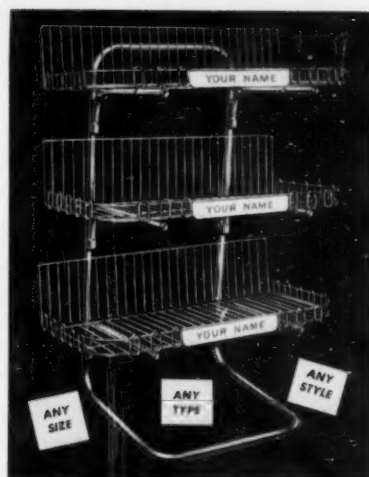
#### January, July, August "slow?" Promote—and answer "no."

EDITOR, SALES MANAGEMENT:

Bernard P. Gallagher's article, "The Fallacy of Seasonal Advertising" (Oct. 15, 1955, p. 54), is one of the most provocative articles on the subject of seasonal advertising that has appeared in many a day. The beauty of it is that Gallagher proves every point he raises that seasonal advertising does not take reality into account.

Let me present some facts which corroborate Mr. Gallagher's thesis. This past August 1955, *Super Market Merchandising* organized a Silver Jubilee promotion, commemorating the founding of the super market industry. Despite the fact that it was for August—a so-called slow business month—we were able to enlist some 40 manufacturers to invest over \$80,000 in point-of-purchase material for distribution among 8,400 super markets, who joined forces with us in celebrating this event. When the Silver Jubilee celebration was announced, operators controlling the 8,400 markets quickly responded with all forms of cooperation. The final results of this merchandising program were outstanding in terms of accomplishment. Checking a substantial segment of the participating companies, the results were as follows:

(continued on page 17)



## DISPLAYS

that make Sales!

If you have a HIGH PROFIT IMPULSE ITEM, IT SHOULD BE DISPLAYED. We've made floor, counter, wall and ceiling displays for most everything. Let us develop a special display for YOUR product.

Minimum quantities of 250

FREE PICTURE FOLIO ON REQUEST.

"More than 50 Years' Specialized Experience"

AMERICAN MANUFACTURING CO.

126 Chestnut St. • Telephone 5-3434  
Chattanooga 2, Tennessee

It's a  
regular  
reading  
habit



Joseph B. Hill, Pres.  
American Litho. & Ptg. Co.  
Des Moines, Iowa

Here's another of the 284,706\* corporate officers and titled executives who read The Rotarian, 90% of whom buy material, equipment, supplies or services for their firms.

The  
Rotarian

1600 Ridge Ave., Evanston, Ill.  
\*313,889 average net paid ABC Dec. 1954



## Case Histories on products in use

Photographic and reporting assignments covered throughout North and South America for advertising, editorial or research purposes

SICKLES Photo-Reporting SERVICE  
38 PARK PLACE • NEWARK 2, NEW JERSEY

The  
New Yorker

really

gets

around!



There's no joker in The New Yorker's circulation—it's not *forced*.

Each week the magazine goes out, by voluntary request, to over 4,000 cities and communities all over America and abroad. Wherever

The New Yorker goes, it's read by the people other people follow.\*

The influential and affluent men and women who set the pace in their communities.

\*72 of the 161 trustees of the important Committee for Economic Development, for example, subscribe to The New Yorker.



THE  
NEW YORKER

## LETTERS

1. 93.4% of the operators controlling 96.2% of the stores used the point-of-purchase material, and displayed it from one week to four weeks.

2. 98% said they tied in with feature special floor displays of the products of the participating manufacturers.

3. 94% expressed the opinion that it was a most successful promotion.

4. 71.1% reported an increase in sales over the average for the period of the promotion.

5. The percentage sales increases ranged from 4.9 to 30.

6. 82.7% used newspaper ads and 31.3%, radio.

If August is a slow month for sales or for promotional activity, certainly the food manufacturers would not have invested the large sum of money mentioned above in display material. Certainly, 8,400 super markets would not have taken advantage of this program. The best evidence is that in the so-called slowest month of the year, these same operators who promoted their stores increased sales by 4.9% to 30%. This in itself refutes any conclusion of many distribution and advertising experts that "there is not much sense in putting more money in advertising for July, August and January" — that "they are poor months." As long as people have to buy food, automobiles, clothing, amusement and all the other necessities of life, one month is as good as the other, provided one promotes and offers his goods, wares and merchandise attractively.

I think Mr. Gallagher has rendered a service to the advertising world for his factual presentation of "The Fallacy of Seasonal Advertising."

M. M. Zimmerman

Editor and Publisher  
Super Market Merchandising  
New York, N. Y.

### Sales Satisfaction—in Triplicate

EDITOR, SALES MANAGEMENT:

Our company services some 7,000 office furniture and stationery dealers who are interested directly and indirectly in mail order procedures.

The help which Janet Gibbs has given to us—and through us to them—in previous years has been reflected

(continued on page 19)



## INCREASE SALES

*through better methods*

**B**etter methods bring better results. The Remington Rand Kardex System of Sales Control is probably the *best* method you can employ for building a more profitable sales program!

The Kardex System of Sales Control is based on "the chart that thinks," Remington Rand's exclusive, time-saving computing chart that automatically translates accumulated total sales into percentage of sales to quota. Colored Kardlok Graph-A-Matic signals instantly sound the alarm when sales are lagging, highlight outstanding results, indicate the last call made on each account. Kardex gives you *all* the information you need to review your entire sales picture in a matter of moments!



Write now for more information. Ask for folder KD760 when you address Room 1191, 315 Fourth Avenue, New York 10.

**Remington Rand**  
DIVISION OF SPERRY RAND CORPORATION



1951 All-Time High

1952 All-Time High

1953 All-Time High

and again in 1955  
The Post-Gazette  
scores another  
all-time high  
in advertising

Few newspapers in the nation—certainly no other in Pittsburgh—can point to such a record as the Post-Gazette's!

Imagine! All-time record highs in total advertising in four of the past five years! It might have been five out of five except for Pittsburgh's department store strike through all of 1954.

1955 was the biggest year in our 170-year history! Yes, more and more advertisers are turning to the Post-Gazette to build their sales in America's eighth market because...



Something HAS happened in Pittsburgh!

**Pittsburgh Post-Gazette**

Fastest Growing Newspaper in America's Eighth Market

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

Source: Media Records

**SALES MANAGEMENT**



## LETTERS

in the tremendous activity in mail promotion which is pretty much standard procedure in our industry.

SALES MANAGEMENT is to be congratulated on enlisting Miss Gibbs' services in the expanding field of direct mail promotion. I am quite sure that the arrangement will be a triple satisfactory one in that the "pitch" from the manufacturer to retailer to consumer will be given with greater impetus through the advice and good suggestions which she has made previously.

Joseph Burger

President  
Art Steel Co., Inc.  
New York, N. Y.

### Make the Boners Boons

EDITOR, SALES MANAGEMENT:

I enjoyed very much reading the article by Bill Rados ("How to Get Salesmen to Listen, Learn, and Love It," June 1, 1955, p. 66).

I emphasize strongly the practice of a presentation over and over again, prior to getting in front of an audience, just like any sales presentation. Another point I would like to make is to dramatize your talk by the use of actual objects rather than by pictures and words.

One other thought I always try to present is to always turn a mistake into an advantage during any talk or presentation. This is just like a good actor who makes a mistake in his lines and turns it to his advantage.

R. J. Sanders

Dealer Sales Manager  
Burroughs Corp.  
Detroit, Mich.

### Sharp on Schick

EDITOR, SALES MANAGEMENT:

Referring to your issue of Dec. 15, 1955, under Mr. Thompson's "The Scratch Pad," I note that Schick Shaver traded Stamford, Conn., for Scranton, Pa.

Schick Shaver trade Stamford for Lancaster, Pa., and the address is 216 Greenfield Rd.

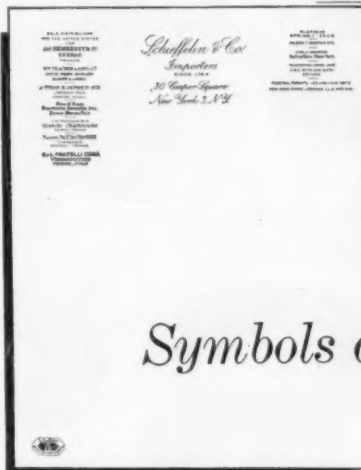
M. S. Eby

Sales Manager  
Eby Shoe Corp.  
Ephrata, Pa.

► Several other Pennsylvania shavers also corrected T. Harry on the location of Schick's new "hone-town."

## Prominent Users of Strathmore Letterhead Papers: No. 120 of a Series

*These are the symbols of  
'some of the world's finest  
spirits... imported by  
Schieffelin from France, Scotland,  
Italy, Jamaica and Puerto Rico.*



## Symbols of Quality!

One of the more important symbols representative of the high standards of Schieffelin & Co. is its letterhead on Strathmore paper. If you are looking for a letterhead that is symbolic of the character of your firm, ask your supplier to show you how expressive your letterhead looks on Strathmore. Let the fine appearance and quality of Strathmore Letterhead Papers strengthen the impression your correspondence makes.

Schieffelin & Co. brings spirits of quality to connoisseurs through its Import Division, the sole purveyor in this country of Hennessy Cognac, Teacher's Highland Cream Scotch Whisky, Chartreuse Liqueur, Moet & Chandon Champagne, Don Q Rum, Dagger Jamaica Rum and Cora Vermouth. Famous throughout the world, these respected brands echo the Schieffelin trademark — Quality, Integrity, Service.

STRATHMORE LETTERHEAD PAPERS: STRATHMORE PARCHMENT, STRATHMORE SCRIPT, THISTLEMARK BOND, ALEXANDRA BRILLIANT, BAY PATH BOND, STRATHMORE WRITING, STRATHMORE BOND, ENVELOPES TO MATCH CONVERTED BY OLD COLONY ENVELOPE CO.

STRATHMORE THIN PAPERS: STRATHMORE PARCHMENT ONION SKIN, STRATHMORE BOND ONION SKIN, STRATHMORE BOND AIR MAIL, STRATHMORE BOND TRANSMASTER.

# STRATHMORE

Makers of Fine Papers

STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS



## Should We...

- ... go ahead with the new plant?
- ... plan on the basis of continued peace and good times?
- ... cut or build our inventories?
- ... weigh the effect of the situation abroad on our sales objectives?
- ... take on that new line now?

# ESSE

**T**hese are everyday questions, across the conference table and across the dinner table. They call for plans and decisions that take for granted an awareness of what is going on—here and all over the world.

More than 775,000 people turn to "U.S. NEWS & WORLD REPORT" each week for the *essential* news that gives them this information on which they can intelligently base their business and personal planning. Because this kind of news is more essential to important people (their decisions, after all, affect not only themselves but the livelihood and future of many others), "U.S. NEWS & WORLD REPORT" circulation is heavily concentrated among the managerial people in business, industry, government and the professions. Because in these fast-moving times such questions have an urgency they never had before, "U.S. NEWS & WORLD REPORT" circulation is double what it was six years ago. No other magazine in the field can match this record of growth.

*America's Class News Magazine*



## Should I...

- ... switch my stocks?
- ... buy another new car now?
- ... count on a tax cut next year?
- ... review my life insurance in the light of new tax rulings?
- ... build now, or hold off?
- ... change the family plans for a trip abroad?

# NTIAL

In reporting and analyzing this kind of news, "U.S. NEWS & WORLD REPORT" performs an *essential* service for its readers. In study after study of America's business leaders, it consistently ranks first in "usefulness" and first in "confidence," giving advertising messages the best opportunity to be read, and acted on. More and more of America's leading companies are finding this to be true. They give "U.S. NEWS & WORLD REPORT" an essential priority in their advertising and sales plans.



**An essential magazine**

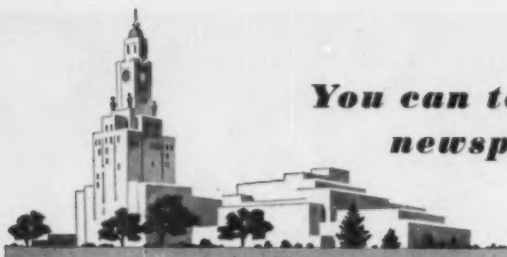
**Essential to more and more readers**

**Essential to more and more advertisers**

**Now more than 775,000  
net paid circulation**

*... a market not duplicated by any other  
magazine in the field*

Advertising offices: 30 Rockefeller Plaza, New York 20, N. Y.  
Other advertising offices in Boston, Chicago, Detroit, Cleveland,  
Philadelphia, St. Louis, Los Angeles, San Francisco,  
and Washington, D. C.



*You can tell the "Sales Power" of a newspaper by its lineage . . .*

**In 1955**  
The Inquirer carried the  
**LARGEST VOLUME**  
**OF ADVERTISING**  
in the history of any  
newspaper in Philadelphia!

39,000,000 lines of advertising in 1955 . . .  
a gain of 2,000,000 lines over 1954 . . .  
a leadership of 6,000,000 lines over  
the 2nd Philadelphia newspaper.

1955 marked the 22nd consecutive  
year that advertisers have made  
THE INQUIRER their first choice  
for sales in Delaware Valley, U.S.A.



## **The Philadelphia Inquirer**

Constructively Serving Delaware Valley, U.S.A.

Exclusive Advertising Representatives: **NEW YORK**—ROBERT T. DEVLIN, JR., 342 Madison Ave., Murray Hill 2-5838; **CHICAGO**—EDWARD J. LYNCH, 20 N. Wacker Drive, Andover 3-6270; **DETROIT**—GEORGE S. DIX, Penobscot Bldg., Woodward 5-7260. West Coast Representatives: **SAN FRANCISCO**—FITZPATRICK ASSOCIATES, 155 Montgomery St., Garfield 1-7946; **LOS ANGELES**—FITZPATRICK ASSOCIATES, 3460 Wilshire Boulevard, Dunkirk 5-3557



# SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

IT'S NOT THE LOGIC, but the **psychologic** that will shape the destiny of sales in 1956! That seems to be the conclusion of most of the seers. If logic prevails, the fact-and-figure soundness of our economy will give most manufacturers a record year. But, in the midst of our continuing prosperity, there is a psychological wavering of confidence, a hard-to-explain uneasiness that is making even perennial optimists cautious in their predictions.

Why is this? Why are we so unbelieving that we see the possibility of depression, recession, catastrophe in every business adjustment? In every political development? What are we afraid of?

**Jitter No. 1—Politics.** The shock of President Eisenhower's heart attack shook Wall Street and was felt for an instant across the retail counters of the nation. But logic soon prevailed and our dynamic, strong-bottomed economy refused to be held back. If the President decides not to run for reelection, there might be a similar short-lived reaction.

And, even if the Administration should change with the November election, no new legislation could be passed and put into effect before mid-1957. What's more, the Democrats are not likely to do anything to affect prosperity adversely. It's an historical fact: No new Administration ever reverses the successful and popular accomplishments of the party it replaces. Also it's an historical fact that election years—4 times out of 5—are good business years.

**Jitter No. 2—Auto Sales.** Harlow H. Curtice, president of General Motors, predicts that auto production will drop 12%—about one million cars—in 1956. Other auto makers generally agree that output will not hit the 1955 peak. Even so, this would make this year second-best in auto history. Is that bad? It is rumored that some 1957 models may come out early. If so, that will certainly keep Detroit labor busy (employed and solvent). Dealers may

have to work harder for a little less money. Consumers, on the other hand, won't find it hard to get rid of disposable income that might have gone for cars. Manufacturers of air conditioners, color television and a thousand other new "desirables" will make it easy for them to spend.

**Jitter No. 3—Private Debt.** Only in isolated cases has credit been dangerously overextended. Consumers, it appears, can still handle instalment payments, but it may be a little harder to get them to sign up for **more**. Instalment debt increased about \$5 billion in 1955, bringing total to \$29 billion. Mortgage debt is \$88 billion. Despite these big figures, losses on consumer loans are no greater than usual—about 1.18%. People are honest and sincere about their obligations. It is mostly young families with growing incomes carrying this load.

**Jitter No. 4—Construction.** Tight money is all that's holding this field back—and then only slightly. People still want and need homes; new schools will have to be built. The drop in number of construction starts, however, may not be matched by a dollar drop. Materials will be a little more costly; new features will raise prices, too.

A look past the coming 12 months shows that the building field situation is excellent. It's too late for a change in the money setup to readjust this year, but building will continue as a growth industry at least for another decade or two.

**Jitter No. 5—Agriculture.** Most of the "jitter" here is political. Total farm income is down 15% from what it was five years ago and it's still going down. But the average farm operator is only about 5% worse off than he was in 1950. This is unfortunate, but it is not disastrous. Farmers are still quite solvent. Their net worth is about eight times their debt—double the prewar ratio. Two-thirds of farms are debt free.

## Significant Trends (continued)

**Jitter No. 6 — Inflation.** Material and production costs are on the rise, as wages go up and demand for steel and other metals backlogs. Disposable income is at an all-time high; instalment credit is readily available. These and several other factors in our economy look like the ingredients for an inflation cake. But, the wise money says cost-of-living will go up 2% this year—if that much.

There are good reasons: Government officials have begun to tighten credit strings a bit but, more important, competition will keep most prices down. This, despite the fact that many industries are trying to raise their prices and many more would like to. But it's not in the cards. The basic necessities—food, shelter and clothing—are not likely to rise in cost for a variety of economic reasons. Outside of these there is such an abundance of different products—different brands within a generic line—on which the consumer can spend his cash that higher prices on a product could result in a virtual boycott.

General Electric seems aware of this situation. It has slashed retail prices on its small appliances as much as 30%. It will make less per appliance and so will its dealers. But it expects to retain and increase its market this way.

Such price cuts, plus price stabilization in other fields, combined with a trend toward "discrimination" by the consumer, will work to neutralize the inflationary factors that have been building up.

**The possibility of war** cannot be counted as a "jitter." We've lived with the threat so long, we no longer are panicked by scare headlines. Now that several nations are capable of blowing up the world, no one seems to want to. Defense expenditures, however, can be planned on for a long while. In fact, they can practically be predicted from year to year within a few hundred million dollars. For the next fiscal year they go up.

**The possibility of lower gross margins** should concern every marketing executive. The General Electric slash may become the rule rather than the exception. Then we make less money—unless we counter the lower price by selling many more units, which is what GE is setting out to do. To sell more units, most of us will need more SALESMEN—more salesmen in the form of more personal sales-

men, more advertising, more promotion. No. 1 immediate job of the man in charge of sales is to sell his directors on an increased budget for sales. Maybe he won't have to spend all of it, but he had better be prepared with available dollars.

**The biggest job for sales in 1956** is to build and maintain consumer and distributor confidence in the future. People are more emotional, more sensitive than they've been in years. From all evidence, there is no justification for fear. If business is aggressive and confident in 1956, the spirit should spread to the consumer. As usual, he has the final word.

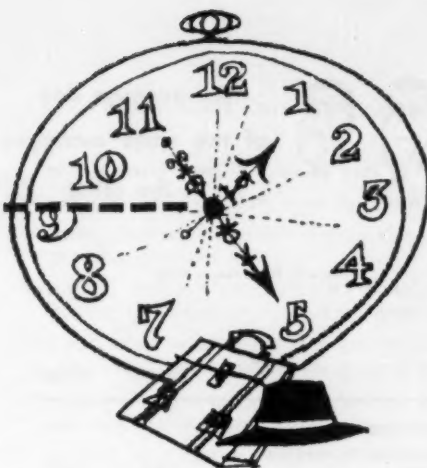
**LET'S TALK ABOUT RADIO!** It's about time we stopped thinking of it as it used to be. The radio we knew a few years back—perhaps like the neighborhood in which we were raised—has undergone a startling metamorphosis. Let's drop our sentiment for the old cocoon and take full notice of the varicolored creature that has emerged. Radio has achieved a completely new form, a dynamic form that offers a new dimension of pleasure and service to the listener.

American Broadcasting Company's president, Robert E. Kintner, compares today's radio to a wristwatch—not literally but figuratively. It's a universally used personal object that is with us in the car or in several rooms of the house. It's a dependable, capable servant, no longer the center of family attention, but a personal companion, an intimate daily associate.

The value of this intimacy is borne out by a recent motivation study conducted for Don Lee Broadcasting System by Dr. Ernest Dichter. People like Don Lee, Dichter found, because the **personality** of the network makes them feel that Don Lee is "their station." A Don Lee station is a personal, compassionate friend and listeners prove that they believe their "friend" by responding wholeheartedly to offers by network advertisers. It's a potent new dimension.

On the whole, radio has done a remarkable job of adapting itself to a revolutionary change in family entertainment habits. The revenue it receives from national network advertising has gone down, but its audience remains high and radio set sales are soaring—14 million in 1955; 10.4 million in 1954.

# How The Wholesale Drug Sales Manager Spends His Time



**He's a communications hub. Almost all his time is spent talking, writing or reading—yet he spends deplorably little of it with his salesmen. He has even less for creative thinking. Would you say he's typical of all sales managers?**

Time is the most valuable commodity a sales manager has. He can put it to good use or he can waste it. He can ration his time, but he can't store it. He can pack it full of activity, but he can't stretch it.

The National Wholesale Druggists Association wanted to find out what the typical sales manager of its member firms did with his time. How did he spend it wisely? How did he spend it foolishly? In which areas might he devote more time? In which places might he devote less?

A small but nation-wide sample of wholesale drug sales managers was selected for study. Two successive days were spent observing each one in his office. A minute-by-minute listing was made of the activities he performed, from the time he arrived in the morning until he left in the evening. Then, in cases where managers supervised their salesmen in the field, the observer spent a third day to record these data.

Here's what the NWDA found:

Each sales manager supervises an average of 12 salesmen and annual sales approximate \$4 million.

Total time expenditures appear on the following pages but, in summary, these are some of the conclusions reached:

**The sales manager is busy.** He works an eight-hour day with an hour off for lunch. The shortest length of time was six and one-half hours and the longest was 10 hours and 25 minutes. During this day, he is doing something 99.6% of the time. An average of approximately 60 entries were recorded for each manager on the observation forms.

**He has little time for creative thinking.** He does not appear to have much time to evaluate marketing trends and to analyze sales methods, operations, or costs. If he works on these, he doesn't do it in the office.

**He seems bogged down in detail**

work. He should probably delegate many of his jobs and functions to his secretary or other personnel and concentrate on his more important duties.

**He spends too much time in meetings.** The average sales manager spends two hours and 11 minutes each day in informal chats, conferences and meetings. A lot of these conferences appeared to be unnecessary. In many cases, he was asked to make minor decisions which should have been made by some other executive. One-fourth of his working day was used up with this activity.

**He spends little time with his salesmen.** The sales managers observed in this study spent only three minutes per day per salesman, either in the office or on the telephone. This figure is based on the 36 minutes average that is spent with all salesmen, 12 being the average number of salesmen supervised.

**He's tied to his desk.** Only 60% of the sales managers studied go out into the field with their salesmen for supervision and training purposes. The remaining 40% felt that they should spend more time in the field, but they said they were bogged down in office details.

While no two sales managers' jobs are alike, within the wholesale drug field or in other business, the facts and figures on the following pages should point up to any sales manager the areas in which he might be spending too much time and the areas where he might profitably spend more time.

**CREDITS:** The material in this study was compiled for the National Wholesale Druggists Association by James M. Alexander, Alexander Research Associates, with the assistance of Robert Gilliam, past chairman of the Sales Management Committee of NWDA, and district sales manager of McKesson & Robbins, Inc. Albert B. Fisher, Jr., NWDA's research director, worked closely with the researchers in enlisting the cooperation of the participating wholesale drug houses.

Please turn page





## An average day of the sales manager in the office

(Based On The Arithmetic Mean)

ACTIVITY	MINUTES	PERCENT
CORRESPONDENCE	44.9	8.2
SALES INFORMATION AND SALES REPORTS	89.9	16.2
TELEPHONE	42.2	7.9
PLANNING AND PREPARATION FOR SALES MEETINGS	39.8	7.3
BUYING AND STOCK CONTROL	39.4	10.8
SUPERVISION AND TRAINING	16.2	3.2
CONFERENCES AND MEETINGS	130.6	24.0
LUNCH	63.2	11.8
MISCELLANEOUS	53.0	10.3
UNOCCUPIED TIME	1.9	0.4
<b>TIME</b>	<b>9 hrs. 3 min.</b>	<b>100.0%</b>

## Time And Duty Breakdown

What does a sales manager do? The answer, as testified to by these charts, does not seem to fit the college textbook definition of his duties. It appears that sales are directed by talking at least three hours a day, by spending another two hours with correspondence and sales reports, and devoting about an hour each day to unclassifiable miscellaneous duties.

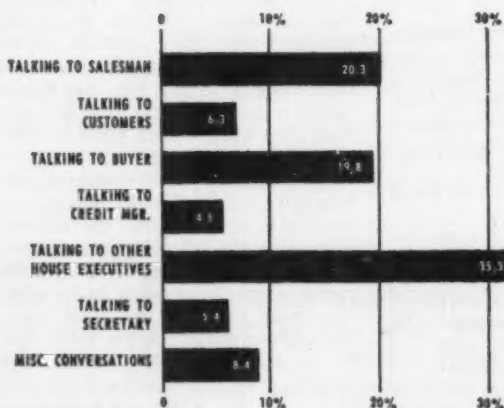
To help you better understand what the researchers for the National Wholesale Druggists Association had in mind for each category, here's an abbreviated breakdown of each group.

**Correspondence:** Sorting, reading and routing mail and memos.

**Sales information and sales reports:** Checking salesmen orders and daily reports; working on sales bulletins.

### Conferences and meetings by the sales manager

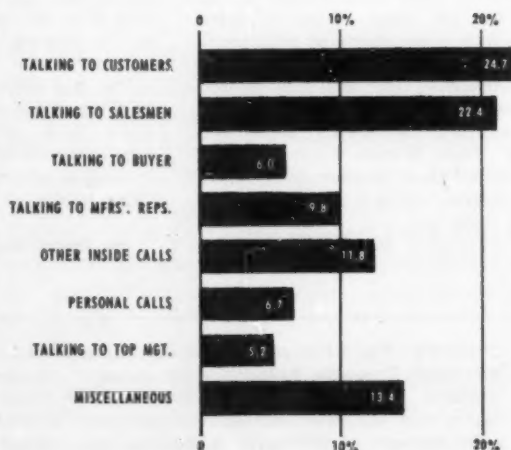
(In the office)



Total Time Spent In Conferences and Meetings — 130.6 minutes

### Use of the telephone by the sales manager

(In the office)



Total Time Spent Using The Telephone — 42.2 minutes per day



**Telephone:** Calls to and from salesmen and customers.

**Planning and preparation for sales meetings:** Selecting items, deals, promotions to be presented at sales meeting; preparing necessary printed matter, assembling samples and props and necessary conferences with the other executives.

**Buying and stock control:** Talking to manufacturer representatives and checking warehouse stock situation.

**Supervision and training:** Working with trainees and office staff, including counseling and personal conferences.

**Conferences and meetings:** Personally talking to individual salesmen; formal and informal conferences with major executives; informal talks and formal meetings with departmental heads; informal chats with any members of the organization.

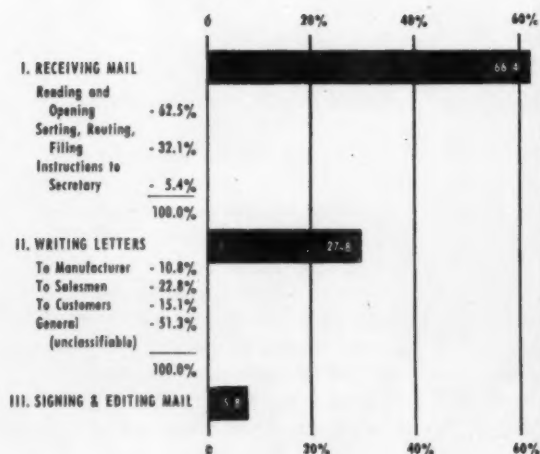
**Miscellaneous:** Working on maintenance of sample display room; general public relations work, including processing special orders, visiting customer's new store opening, attending pharmaceutical meeting, attending cosmetic trade show, getting jobs for pharmacists; activities not normally thought of as part of job, such as trouble shooting for a major executive; coffee and rest room breaks.

The End

## What does the study tell?

1. THE SALES MANAGER WORKS AN 8 HOUR DAY (Lunch hour excluded).
2. HE HAS LITTLE TIME ALONE IN THE OFFICE FOR CREATIVE THINKING.
3. IN MANY CASES HE GETS BOGGED DOWN IN DETAIL WORK THAT COULD BE HANDLED BY SOMEONE ELSE.
4. HE SPENDS 2 HOURS AND 11 MINUTES EACH DAY IN INFORMAL CHATS, CONFERENCES, AND MEETINGS. 60% OF THIS IS WITH HOUSE EXECUTIVES.
5. HE MAKES OR RECEIVES AN AVERAGE OF 12 TELEPHONE CALLS PER DAY AND THESE CONSUME ALMOST AN HOUR OF EACH WORKING DAY.
6. AN HOUR AND A HALF OF EACH DAY IS SPENT ANALYZING SALES INFORMATION AND SALES REPORTS.
7. 11% OF HIS TIME IS SPENT IN BUYING AND STOCK CONTROL PROBLEMS.
8. EXCLUDING SALES MEETINGS, HE ONLY MANAGES TO SPEND 3 MINUTES PER DAY WITH EACH OF HIS SALESMEN, EITHER IN THE OFFICE OR ON THE PHONE.
9. MISCELLANEOUS ACTIVITIES TAKE UP HIS TIME FOR ALMOST AN HOUR EACH DAY. THESE COST TOP MANAGEMENT \$23.75 PER WEEK IN TERMS OF HIS EARNINGS.
10. FINALLY, FOR VARIOUS REASONS, ONLY 60% OF THE SALES MANAGERS GO OUT INTO THE FIELD WITH THEIR SALESMEN FOR SUPERVISION AND TRAINING PURPOSES.

## The sales manager and his correspondence

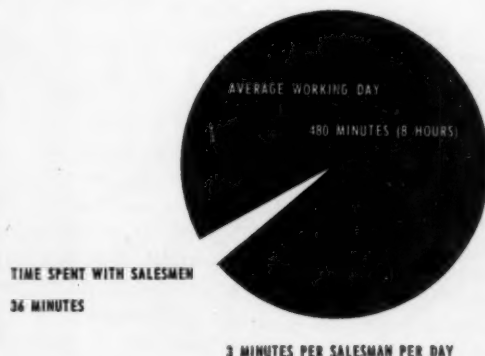


Total Time Spent on Correspondence 44.9 min. per day

## Sales manager contacts with his salesmen



(In the office)



## THEY'RE IN THE NEWS BY HARRY WOODWARD



### The Pace That Stimulates: Marsh Trimble Helped Set a Mark

*Building Supply News* — seventh among all monthly magazines in space carried — has a new business manager. He's Marsh Trimble and he's a young 'un to have reached such a lofty perch. But Trimble — who believes an intimate working knowledge of product is *de rigueur* for any good salesman — won the job the hard way, by helping to set the record he now must break. He reached his new post via Industrial Publications, Inc. (*Building Supply News'* sire) research and promotion and sales for *Practical Builder* and *BSN*. Before that he stored up a fine fund of marketing background as sales manager for Burton Bruckman Co., Chicago building materials wholesaler. Here he got that "intimate working knowledge," the cornerstone on which he's erected his *BSN* superstructure. Because he's toted a briefcase and sold, he knows the problems of his magazine's advertisers — and the salesmen who sell them. His purpose now is to extend and amplify *BSN's* existing policy of marketing help and service to its advertisers. By so doing he figures he can break the magazine's already spectacular advertising success.

## The Road Out of the Forest

... was a path that led to the presidency of Line Material Co., Milwaukee. And the path was flanked by poles. Rodgers G. Wheaton muses thoughtfully, glances over a few of the 14,000 products his firm sells to electrical utilities, then ties the tail onto the story of his career: He began it as a forester in a national park. But being an extrovert, trees were not enough. He switched to selling — poles for wiring. And during the Depression he added electrical equipment as a sideline. "See how the thing came full circle?" he asks. It was in '33 that Wheaton — product of the Universities of Maine and Idaho and of Yale — joined Line Material (Division of McGraw Electric Co.). He started as a field engineer, then handled Government contracts and, finally, moved into sales. Until recently he's been v-p for sales and marketing (1952). He spent about two-thirds of his time flying over the country, visiting customers. "Traveling," he says, "is important for the sales executive. Too often he forgets he has flesh and blood customers. But they keep him in business. I've never come back from a sales trip without a fresh or modified point of view." At the moment he's packing for his first tour as president, will visit LM's eight branch plants from Canada to Texas.

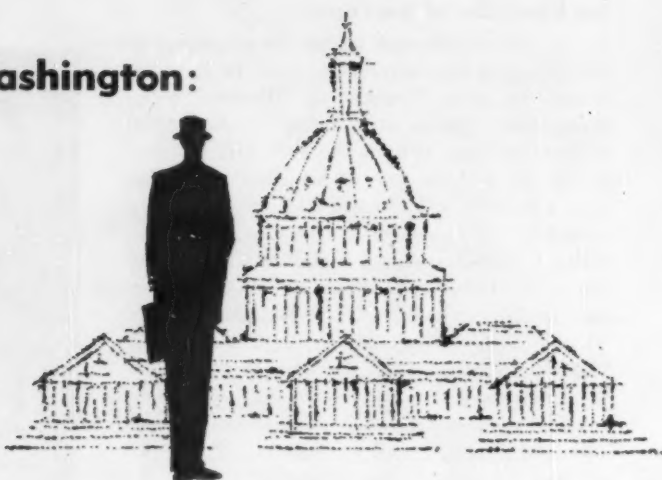


## "Plane, Mister?" Sadler Sells Seats

The plum of sales jobs for major airlines has just been awarded a stocky, old-line salesman named G. Marion Sadler (far right). He's director-passenger sales, American Airlines, the world's biggest. During the first 10 months of this year—the latest figures available—American carried 6,158,000 people over three and one-half billion miles, ladled out 650,000 cups of coffee, while sippers zoomed through the air. American now flies 186 planes, has 95 more on order, including 35 four-engined turboprop transports which, alone, will cost a healthy \$65 million . . . The guy who'll be responsible for getting customers onto this expensive galaxy of air-borne palaces began with American 15 years ago as a Nashville ticket agent. He's served the company in Oklahoma City, Dallas and New York and, until he copped his big new job, was Buffalo sales manager. Before he joined American he was, surprisingly—since he looks as if he was designed by nature to sell—a teacher. Recently he won the company's highest honor, the Distinguished Service Award. Here (left) it's presented to him by T. E. Gould while American's president, C. R. Smith looks on.

## The Company Man in Washington:

### An Odd Fellow With An Odd Job



He isn't a lobbyist or a salesman. He doesn't buy, sell, testify or ask for favors. He may be a vice-president, but he has few executive functions. He's a fish that's found only near the Potomac. Is he yours or perhaps should be?

**BY JEROME SHOENFELD • Washington Editor**

The Washington representative of a large company runs an embassy rather than a business office. He may carry the title of vice-president and yet do none of the things you expect of a business executive. He doesn't design or sell his company's products; neither does he buy raw materials, manage investments nor audit the books. Usually, his immediate boss is the president or the chairman of the board.

A composite picture which, being composite, resembles nobody in particular, gives an odd array. It shows a man who lobbies a little—very little, argues mildly with Government officials but more often goes among them as a disinterested gladhander, manages some company publicity, reports what's going on, spots buying and selling opportunities which he doesn't himself exploit but passes along to others.

Reporting Washington is a universal assignment. There has grown up what amounts to a company press, whose reporters have been estimated to number as high as 50, among them five for United States Steel Corp., two for General Motors Corp., two for Aluminum Company of America, one for General Electric Co.

At the investigation of General Motors by the Senate Judiciary Monopoly Subcommittee, reporters for the wire services, daily papers and

business magazines crowded the press tables, as company reporters, not allowed there, squeezed in among wandering tourists on less comfortable rows of seats. Day after day they took notes, and at the end of each session taxied to their offices where they wrote their stories. They were private newsletters for top management only.

For management the descriptions in the newspapers and even in the high-subscription special reporting services are always insufficient. At the General Motors hearings, other companies wanted to know whether they were mentioned and, if so, in what connection — whether the names of competitors, customers, suppliers were brought in. Company reporters diligently took down each mention of the term, "big business," and described the contest.

At a typical hearing, newspapermen take notes when the testimony is least specific: a resounding but empty attack on somebody makes the best copy. Special service reporters painstakingly cover technical detail, but when they have enough of it for the amount of space allowed them, they quit. Since each company is interested in something different, they are likely to omit exactly what's wanted.

Company newsletters do not exhaust private coverage. One public relations firm, Newmeyer Associates,

for example, numbers among its clients Standard Oil Co. (New Jersey), Ford Motor Co., General Foods Corp. On request, it assigns reporters to cover variegated events; they take down whatever the client says is important. Usually it knows.

Other public relations firms hire free lances to attend hearings on behalf of client companies. One such reporter sat through a week of wrangling about the spare parts business, rarely taking a note on anything and not daring to leave even for a couple of minutes. It was his mission to see whether there was any mention of steel company ownership of coal mines: the client, a medium-size steel company.

It wasn't the attraction of Congressional hearings that induced Washington offices to rent more floor space and to expand their staffs during the past several years. The capital offers steadier work to company representatives.

Continually visiting the many Washington agencies are resident company men looking for sales leads. From the Federal Housing Administration and the Public Housing Authority, a General Electric Co. legman tries to learn when and where a large housing development will be approved. After he finds out, a salesman halfway across the country will persuade the architect to specify GE refrigerators or washing machines. Westinghouse Electric Corp. is just as alert. A stopping place for a staff member is the Rural Electrification Administration, which finances rural utilities. A loan may show where appliance sales will spurt or even name a customer for new equipment.

Carl Levin, former White House correspondent for the *New York Herald Tribune* and now vice-president of Schenley Industries, Inc., is



interested in military camps. He wants to know at just what distance package stores are allowed to operate. Again a Schenley subsidiary produces blood plasma, which Civil Defense Administration wants municipalities to stockpile.

This is not a business of selling to Government, although dozens of Washington offices are, so to speak, built around Government departments, but of finding leads to ordinary business. For some that's the main job, for others an occasional extra.

It's rather generally supposed that Washington representatives are lobbyists who neglect to register and that everything else they do is "cover." Now and then, they do tell Congressmen that they like or dislike a bill. If lobbying were the main job, they'd be flops.

### Avoid Others' Toes

The bigger the company, the more rigid is the main office command never to ask a Congressman or official for anything, unless otherwise instructed. The guiding terror apparently is not so much being investigated by Congress, or even being mentioned maliciously in a gossip column, as stepping into somebody else's domain.

Before they contribute to the political campaigns of chosen Senators and Congressmen, top officers at most consult their Washington representatives. In dealing with legislators management has supported, the Washington man is a secretary. He carries messages, solicits information, arranges appointments. Within precise boundaries he sometimes speaks for the company.

Again, if there's trouble with an executive agency, it's rarely the Washington man who settles it. The main office sends somebody—a tax man for Internal Revenue Service, a lawyer to visit Federal Trade Commission.

If the company is attacked, somebody on the Washington staff visits the assailant, but only to ask what's the matter. By skillful interviewing, he tries to define the exact grievance, which he relays to the main office along with a suggested reply. Then the company puts its experts to work, hiring outside consultants if the issue is serious enough. Presently, the executive most directly concerned planes to Washington, escorted by lawyers.

Congressional hearings on almost any important bill include big-company testimony. But, you'll notice, it's rarely the Washington man who does the testifying. First, he's not

expert. Again, it's his job to pick up and report information. If he were in the habit of appearing before Congressional committees, he fears, Government officials might no longer talk freely to him. This belief may exaggerate civil service timidity. Trade association secretaries are forever quizzing officialdom and forever testifying.

Nobody has counted the research jobs in which Government takes a hand. They cover much: new fuels, new fabrics, still faster computers, improved automatic machinery—even, now and then, comparisons of commercial products such as gas and electric appliances. However alert a Washington man, he can't be sure that he knows all that goes on.

The large food processing companies lack Washington addresses. Yet, Department of Agriculture conducts or contracts endless research—to turn almost every fruit juice into a powder, to develop new breeds of livestock and poultry to satisfy particular tastes, to create new strains among the vegetables. It devises cheaper methods of packing and shipping, tests methods of merchandising.

### Trade Associations Cover

To keep track of all this, processors depend mainly on their trade associations. Since new processes are publicly patented, there's no possibility of a permanent scoop.

Department of Defense, Atomic Energy Commission and other agencies have let many research and development contracts. Some contractors are seeking metallic alloys which will withstand speeds of 2,000 miles an hour. In one way or another, every airplane producer tries to keep track of the progress. A favorable report is a signal to hurry along plane designs that take no account of friction. Other contractors seek alloys of specified weight, strength, elasticity which, if discovered, will force companies in dozens of industries to change their models.

A Washington staff not only tells management what Government is doing but tells the Government about the company. The head of one office says he spends half the day answering Government queries. A large company must continually provide data for some survey some agency is making. A Defense officer wants to know how quickly a contemplated weapon can be produced; he must find out what equipment certain large companies possess and appraise their engineering talent. With the help of the Washington office, he needn't wander, toll call by toll call, all over the country.

In a Washington office is a patent department, whose work, as you'd expect, consists of searching the files each time a company laboratory comes up with something, whenever an infringement suit is threatened. To keep up with the inventions of competitors, suppliers and customers, you need no Washington staff but only a subscription to the Official Gazette, in which the Patent Office lists the patents issued or expired in the past week. Without help from Washington, a company knows when patent rights owned by its competitors will run out and is ready with its own changed models.

### The Gladhanders

The General Electric patent department is a training school. Selected graduate engineers search patents and at night go to law school. In time they take patent attorney jobs with the operating divisions.

Many Washington representatives are systematic gladhanders. One company has found a simple way to make friends in Congress. When it decides to move into new territory, the Washington man visits the interested Congressman and tells him all about it: how big the plant will be, how many it will employ, at what rates. If he wants to, the firm lets him make the announcement. Fortunately, so far, it has only entered territories where jobs are wanted, not residential suburbs. Nor has it had to tell any Congressman that it was tearing down a factory, throwing his constituents out of work.

One representative drinks or lunches regularly with important officials as well as with people who may become important again should the Administration change. He never asks for anything. Should trouble come up, he supposes, somebody in Government will say a kind word about his company and perhaps tip him off.

Companies need friends in the State Department, Passport Division. Getting passports in a hurry for executives suddenly sent abroad is a continual chore.

Not every representative is a gladhandler. "It's enough to know those I actually deal with." Gladhanding, some suspect, is indulged in mainly to exhibit a wide acquaintanceship when the boss comes to Washington.

The Washington office is a good place for grabbing newspaper space because such a large part of the Washington population consists of newspapermen. Moreover, it's on the East Coast and, by some peculiarity in the publishing business, news travels westward swiftly.

The End



## Should You List Your Stock?

Being listed on a stock exchange too often means nothing to management below the owner level. Expertly handled, it can be a powerful trump in the bid for trade attention.

**BY GRANT JEFFERY**

Some stock market experts did double takes on January 3 when 2,404 New York Stock Exchange tickers began to tick in 426 cities in the United States, Canada and Cuba. The first symbol to emerge was the heretofore unknown MTM which traders now recognize as the common stock of Minute Maid Corp.—initial listing of the New Year.

By prearrangement, Bing Crosby had telephoned an order for 100 shares to J. Marshall Booker of Corlies & Booker, NYSE floor specialist in Minute Maid stock. At Crosby's elbow were John M. Fox, the frozen food firm's president, and a photographer. At Booker's side were James F. Brownlee, Minute Maid chair-

man; Robert F. Bender, financial vice president, and another photographer. The last three then joined G. Keith Funston, NYSE president, and Miss Minute Maid in the visitors' gallery, where they toasted the occasion with a well known brand of orange juice. Pictures of Crosby in his businessman role arrived in New York by wire before the sunbonneted lass had emptied her pitcher.

As president of Bing Crosby-Minute Maid Corp., West Coast distributor, Crosby might be presumed to share the other executives' interest in MTM being on the Big Board's tape. But the publicity drama which they enacted had a broader aim than strengthening the market for MTM

common, which opened at \$19 a share. Abetted by two public relations firms—Doremus & Company and Burns W. Lee-Patrick O'Rourke, Inc.—the frosted food officials were directing a message to the consumer whose pennies daily reassess management, products, services and future prospects.

This needling of consumer interest on the first day of trading for a new listing is one of a series of "sales" which lead up to and are adjuncts of Big Board acceptance.

Before Minute Maid was finally signed on in mid-December, it was one of NYSE's target accounts among scores of holdouts, from Anheuser-Busch Co. to Weyerhaeuser Timber. "Without aiming at any particular exchange, we are constantly presenting to eligible companies the advantages of listing on the Big Board," notes Salesman Funston. He, Phillip L. West, vp in charge of the stock list, and four assistants, are kept busy calling on listing prospects—the Exchange's major revenue source.

MTM

MTM

MTM

MTM

MTM

MTM

19.....

19.....

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TRADE EXCITEMENT created by listing on the New York Stock Exchange is one benefit President Keith Funston offers to prospects. Minute Maid's first day on the Big Board . . . Bing Crosby, in Hollywood with Minute Maid President John Fox, made a call, the Exchange acted, Funston drank frozen citrus toast, and the trading began.

Their sales story, which winds throughout this article, is briefly summarized by Funston as an offering of prestige, publicity, NYSE assistance with corporate and accounting problems, an open, auction market for sale or purchase of stock, and many shareholder advantages which reflect on a corporation's entire operation.

Once a firm has accepted the Big Board's beckon, it has in turn to sell itself to Funston and his staff. This is a stiff check of a business' earning power. Preparing data for their stock sale and for NYSE inquiries took much of the time of Minute Maid financial officers for the last four months of 1955.

Besides MTM, more than two dozen symbols appear from time to time on this year's ticker which were not there a year ago. They represent additions made last year to the 1,076 companies with common shares listed for trading on the big brother of all the exchanges. By coincidence, an equal number of other symbols was dropped during the year when firms

failed or otherwise ceased to qualify for listing.

"Which comes first, listing or leadership?" probably has more points in favor of each side than chicken and egg combined can claim. It is certain that names on the tape New Yorkers like to rain down on parading heroes can all boast enthusiastic followings of their own. After reading this review of how firms "tickle the trade with ticker tape," a practical step would be to send for the listing requirements of a regional or national exchange. These deserve to be studied carefully while examining the company tongue and feeling the corporate pulse.

The statistical showings asked by the different exchanges are intended to reveal the prospect's marketing health. NYSE sets minimums for applicants' assets and earning power, but the American Stock Exchange and the regional bodies tend to consider each case on its own merits. ASE lists issues of corporations in the development stage and without earnings

records. It gives much more weight to management, adequate financing and future prospects than to current statistics. Although many of its questions seem needlessly detailed, there is a principle at stake in each. For example, it takes six dozen words in question 3a, page 12, of ASE requirements to pin down whether management really does the managing.

For a firm to give itself a quick check-up in the full-length mirror held up by the exchanges, there is no requirement for minute detail. It is more important to lay bare the sore spots. Was it safe to shrug off that point about physical condition of plant because "our firm is different?" "Why are we hurrying over this section which assesses nepotism?"

It can be seen why many concerns do not care to expose all the details required for listing. Those that go through with it set a high value on the benefits to be obtained. Secretiveness is no key to a favorable market, they realize. Many newcomers to the exchanges have long been household

...MTM MTM MTM MTM MTM  
5s19..... 5s19..... 5s19..... 5s19..... 5s19



**your  
best  
man bested again**

**...by the competitor who "got invited"**

It has been proved that the industrial salesman's chances of getting an order are 317% better when he's been *invited* to call by a prospect who has already studied his catalog.

Whenever, then, a ready buyer has immediate access to your competitor's catalog... and not to yours... even your best salesmen are fighting against four-to-one odds that competition will get the business.

The checklist on the opposite page will help you decide if your salesmen are losing business far too often because your catalog *isn't* working for them as widely, or frequently, as you planned it should. Only when you can answer "Yes" to every question this checklist asks, can you be confident your catalog has an even or better chance of doing the job you want it to do: *getting more invitations for your salesmen to call on ready buyers.*



**Sweet's Catalog Service**

*a division of F. W. Dodge Corporation*

119 West 40th Street, New York 18, N. Y.



## How effective is your catalog procedure?

Careful answers to these questions will tell you. A "no" to any one of them is good reason to review your entire catalog program.

**1. Do you have a tested system for making sure your catalog reaches the important buying influences for your products...in the companies with volume buying power?**

yes ☐ no ☐

(Sweet's market-specialized Catalog Files are distributed to the companies that have over 80% of the total buying power in the industries these Files serve. Individuals who receive them are continually checked for their buying influence.)

**2. Does your present system provide for the immediate distribution of your catalog to every good, new company that comes into your market?**

yes ☐ no ☐

(With daily access to Dodge reports on new plant construction, plus continuing market analysis and field research by its distribution staff, Sweet's spots potential new sources of business immediately; distributes appropriate Catalog Files to them as soon as their buying power is known and qualifies them.)

**3. Do you know how many of the men who have received your catalog have kept it, and have filing systems which make it easy for them to find and use it?**

yes ☐ no ☐

(Catalogs bound, indexed, and distributed in a Sweet's File are always easy to find, cannot be misfiled or lost.)

**4. When your customers and prospects want to compare products, preparatory to calling in possible suppliers, does your system make it reasonably certain that your catalog can't be overlooked?**

yes ☐ no ☐

(Sweet's binds the catalogs of comparable products next to each other, indexes each one for easy reference. This minimizes the chances that any suitable product cataloged in a Sweet's File will be overlooked when ready buyers are searching for the answer to a need.)

**5. Are you sure that all of your important customers and prospects have your current catalog?**

yes ☐ no ☐

(Sweet's distributes new Catalog Files each year. Every user of a Sweet's File is therefore certain that each catalog bound into his Sweet's File provides him with the up-to-date and correct buying data upon which he can rely.)

**6. Has your catalog been prepared to give your customers and prospects exactly the kind of buying information about your products that they should have...and will it logically lead them to take the next buying action you want them to take: call in your salesman or distributor; write to you; or specify your product?**

yes ☐ no ☐

(Sweet's has been in the business of designing and producing market-specialized, action-invoking catalogs for fifty years...has had notable success in doing so...designs and produces more manufacturers' catalogs, by far, than any other company in the world.)

There is a Sweet's Catalog Service office near you. A call or letter to any one of them will bring you prompt and thorough help in making sure your catalog...its design, production, and distribution...results in more orders for you at the lowest possible cost.



words, but they look to listing to snowball their publicity, particularly if their stock will sometimes make the front page.

The advertising afforded by the Big Board would come dear, were it not for the fact that publicity is only one of many benefits derived from being listed. The initiation fee is a cent on each of the first 500,000 shares, 1/2 cent on the next 1,500,000, and 1/4 cent on the rest. Then for 15 years the company pays 1/10 cent annually on each of the first 2,000,000 shares and 1/20 cent on the balance.

Generally, an NYSE applicant must have at least 300,000 shares — exclusive of concentrated family holdings. There must be at least 1,500 stockholders. Net tangible assets or market value of stock must hit \$7 million and the firm must earn at least \$1 million a year after taxes.

Fees for listing on the smaller boards are much less than on the big one. The American Stock Exchange charges \$1,000 for the initial listing. Subsequent flotations are listed for a cent a share to a maximum of \$1,000. Applications have to be audited and printed at a cost of several hundred dollars. To reap the most benefit from the listing process, many firms employ a financial public relations service. Several 1955 listings, including Aeroquip Corp., General Acceptance Corp., and National Telefilm Associates, had their debuts handled by Fiscal Information Service.

## Money in a sock: 1956 version

A typical "why we did it," is voiced by J. Chadbourn Bolles, president, Chadbourn Gotham Inc. The manufacturer of Gotham, Larkwood and Shaleen hosiery obtained listing on the Big Board in August with trading beginning October 3, "providing additional safeguards, information, and stability for our expanding group of stockholders.

"The original Chadbourn Co. was financed by investors concentrated around its home in Charlotte, N. C. Its role as a 'growth company' was evidenced by a volume of sales which rose from \$5 million in 1946 to \$15 1/2 million in the past year. Investors throughout the nation began to buy its stock. The merger with Gotham in 1955 brought another large group of shareholders into the picture. With this year's sales target raised to \$30 million, we foresee even greater investor interest," Bolles relates.

"It is now widely appreciated that management, labor and shareholders are interdependent," he continues. "Anything that works to the true ad-

vantage of one benefits all. Most of our stockholders, like those of other unlisted firms, could not personally observe our operation. Listing on the New York Exchange gives them these advantages:

"1. A continuous market for their stock.

"2. A flow of information about the activity of the company.

"3. From market trading they get a day-to-day appraisal of how our stock is rated by investors generally."

Investor confidence, without which all corporate industry would suffer, can be strengthened enormously by listing a security. An enthusiastic, growing body of stockholders usually means so many more fans, and heartier ones, for the product.

Citing recent developments in General Electric Co. stock, an executive of Forecasts, Inc., New York investment analysts, describes the key advantage listing offers shareholders as a narrowing of the discrepancy between a stock's market price and the worth which an impartial security analyst would assign to it.

## 20-20 hindsight points moral

Some 18 months ago a share of GE rose rapidly from about \$40 to just below \$50 as traders and investors awoke to the potentialities of a current GE expansion phase. At \$50, however, market action would indicate that the weight of opinion considered the stock to have risen beyond its actual worth. To the despair of bullish risk speculators, selling pressure overcame buying pressure and GE stabilized at \$43. This threw the risk speculators among the bear element into the ranks of the disappointed. They joined the saddened bulls in selling to minimize their losses.

At \$43, the Forecasts executive explains, it eventually became apparent that the market was lagging behind the company's growing corporate worth. Since then, the GE market has undergone a gradual ascent to about \$57 as sober, long range investors apparently accumulated shares and in so doing overcame the selling pressure of those who failed to appreciate the situation.

If GE shares had been sold "over the counter," their price swings might well have been so erratic as to undermine current confidence in the issue. At a time when corporate developments are bullish, attempted liquidation of a large block of unlisted stock could encounter a total lack of bids and cause the price to fall off radically when it should be taking an upward

course. Similarly, such a serious lack of offerings might greet a prospective purchaser of a large unlisted block that the price might soar out of line, although in the ordinary course it would be declining. Because of the continuous auction market provided by GE's presence on the Big Board, the price fluctuations mentioned above apparently were not serious enough to disturb individuals holding its shares as a permanent investment the Forecasts investment advisor notes.

An executive of a firm where large blocks of stock are owned by management points out that prior to listing, their holdings might, in many respects, just as well have been in ancient coins. For an executive or heir to locate a worthwhile offer, let alone the best one, called for considerable skill in marketing securities. In addition, full personal liability for damages under the Securities Act rests on executives, specialists, engineers and accountants who sign stock registration statements. Imprisonment and fines are prescribed for data that are "wilfully" incomplete or incorrect. Successful negotiation of the analysis involved in obtaining listing is good insurance against such management prosecution.

#### **Listing aids staff purchases**

Labor, too, enters the picture in the many firms with employee stock ownership plans. Herman W. Steinkraus, chairman, Bridgeport Brass Co., observes that "Some years ago, before the company was listed on the New York Stock Exchange, its securities were held by a limited number of individuals. An employee stock purchase plan then put into effect did not work out satisfactorily.

"Now we have such a plan and it can operate indefinitely because it requires no setting aside of securities. Payroll deductions are applied monthly to purchases of our common stock at the prevailing rate on the New York Exchange. It is a natural relationship for an employee to have a stake in the company for which he works, provided the plan is entirely voluntary, thoroughly understood, and simple in its setup."

Hundreds of firms on the Big Board report stock option arrangements for personnel who are also customers in many cases. The plans range in breadth from "any employee" at Atlas Powder Co. to "key executives" at Corning Glass Works. E. I. du Pont de Nemours earmarks certain bonuses for investment in stock and Sears, Roebuck & Co. permits profit sharing to be applied to Sears stock purchases.

An elaborate plan adopted by Pure Oil Co. requires the employee to shoulder only half the cost of his stock if he participates for five years. Armstrong Cork Co. and several other firms allow a 15% discount although 5% is more usual. Some plans, like one Procter & Gamble Co. recently changed, allow no discount and no terms other than, "one payment, in full."

Employee stock purchases are widely seen as offsetting a possible disadvantage of listing and the broadened company ownership which results. When rewards for efficient operation of industry go to owners not responsible for that efficiency, a damaging sense of grievance can develop within the firm.

#### **On board, above board**

On the other hand, a balance must be preserved between protecting the working minority and safeguarding the interests of the widely scattered shareholder majority. Listing on the NYSE brings closer surveillance by the Exchange, thus guarding against unscrupulous use of artificial devices such as weighted or multiple voting stock or a voting trust reigning safely beyond the reach of non-voting shareholders.

Again, ignorance of market prices may lull the holders of unlisted stock into a false sense of security. Listing means daily reports on price and volume of shares traded and allows intelligent determination of whether to increase one's holdings or get out. Even if the latter course is followed, the individual is more likely to remain friendly than if he gets "burned."

By refusing to list new issues of non-voting stock, the NYSE strengthens small savers' confidence in the desirability of investment in corporation securities. However, most lay investors and many sources of investment advice are incapable of grasping the significance of detailed reports on corporate standing. They take their cues from headlines in the press rewrites and the bids and offers of this majority may persist for years at a level they would not tolerate if they understood the figures.

Because they do not see their securities fluctuating in price, many holders of unlisted stock find comfort in a feeling that they are not speculating. Many who know better than this are still inexperienced enough to dabble in a welter of different industries without specializing in any. When a firm obtains a listing it can conscientiously urge stockholders to cut out everything except active, seasoned listings. This is one way of side-

stepping the bitterness which results when such people lose their money—through no fault of the company. The fact that off-list buyers can resort to litigation when victimized may give them a remedy, but the "ounce of prevention" provided by a listing is far preferable.

A "buy listed" campaign is naturally resented by over-the-counter dealers. They need not worry. All too few speculators take such advice and the law of supply and demand keeps the attractions of on-list and off-list stocks in balance.

In the matter of advice, management is offered certain advantages by the various exchanges. NYSE President Funston points out that "Dealing with hundreds of corporations, the staff of this exchange is fully informed of the many corporate problems that are constantly arising and of successful methods of treating those problems. Consequently, we act as a clearing house of ideas that company executives and their legal representatives have found distinctly helpful.

"The same may be said of accounting problems. In addition to the data it gathers itself, the staff has the assistance of the American Institute of Accountants' Committee on Cooperation with the New York Stock Exchange. These activities result in many direct benefits to the listed corporations."

#### **Opinions for weighing**

This advice offers an advantage over over-the-counter dealing, where the underwriter is perhaps the only consultant, but Colorado Fuel and Iron Corp. claims that the relationship is closest and most helpful when an expansion is financed directly by a firm such as John Hancock Mutual Life Insurance Co. Colorado has found it worthwhile to pay the expenses of Hancock representatives to have them appraise and make suggestions on undertakings which the life company is financing.

Rightly or wrongly, wherever firms get their counsel, much of it goes for nought because pessimism and optimism shout so much more loudly than facts. Actually, timing can be even more important than the project a firm is financing or the condition the company itself is in.

A buyer of duPont shares in 1929 would have had to wait 20 years to get the same dollar value for them. Even since 1937, the stock has twice lost half its peak value. The person who buys at the wrong time tends to compound his difficulties by selling at

(continued on page 107)



## LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

✓ NOT COVERED BY LOS ANGELES  
AND SAN FRANCISCO NEWSPAPERS

*California's Billion Dollar Valley lies inland — isolated from distant Coast cities by mountains. This independent, self-contained region is bigger in area than Michigan, has more population than Connecticut.*

*Valley families have over \$3¼ billion in buying power (more than Maine, Vermont and New Hampshire combined). You're not selling California unless you're selling the Valley. And to cover it in depth, you need the three Bee newspapers, each the strong local favorite in its part of the Valley.*

• Sales Management's 1955 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



## McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

JANUARY 15, 1956

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AN IDOL MOTIF keys Van Heusen's active promotion of its new "Jewel of the East" color line in shirts. Eye-stopping illustration, off-size folders and gatefolds assure

dealer attention. Large folder shows available advertising mats, tags and promotion pieces; folder at bottom contains color swatches for pajamas, shirts and underwear.

## MAP Program for Van Heusen Guide Sales on Upward Curve

Men's wear manufacturer Phillips-Jones welds Van Heusen-brand merchandise, its advertising and promotion to give dealers a more helpful hand. Everything's planned in advance for top effectiveness. Sales prove plan's worth.

**BY STANLEY C. GILLETTE**

*Vice-President in Charge of Sales and Advertising  
Phillips-Jones Corp.*

A 7% sales gain was collared by Van Heusen men's wear in 1955, representing an advance over 1954 of better than \$2 million. Largely responsible for this increase was a Phillips-Jones sales program known as MAP.

The letters M-A-P mean Merchandise, Advertising and Promotion and

our entire sales operation is built around the plan they represent. Its three elements complement and work for each other in an integrated program. MAP is not, therefore, just a slogan; it stands for a well-developed approach to selling Van Heusen men's wear.

Of course, there is nothing new in

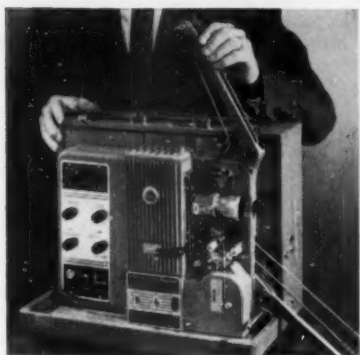
the pious hope that merchandise, advertising and promotion can be welded into a functional whole. But generally, such integration receives only lip service and very little is accomplished. What makes Van Heusen's MAP program important is that it is not just a concept. It is a working system as evidenced by results during the three seasons, each of six months' duration, in which MAP has been in operation.

The first season, the fall of 1954, turned out to be our biggest half-year up to that time. But, both the first and last halves of 1955 were bigger still, with the result that business in 1955 broke all records in the company's 97-year history. The credit, to repeat, belongs primarily to the functioning of the new MAP program.

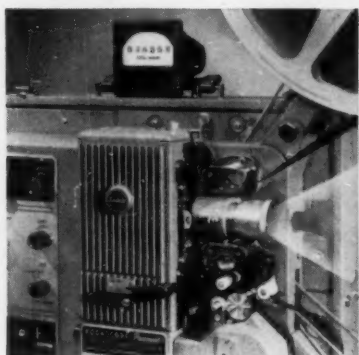
MAP stresses continuity. Instead of random, sporadic special efforts, Phillips-Jones produces each season a series of carefully planned Van Heu-



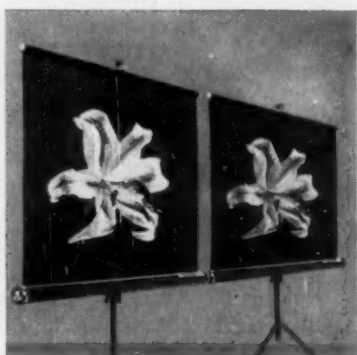
# These basic projector advances can make films more useful in *your* business



**1. Easy setups.** *Unfold* the Kodascope Pageant Projector's arms into position—there are no screws or fittings to fiddle with. Drive belts are attached, ready for use. Then thread the film, following the clear, simple diagram on the projector base, and start your run.



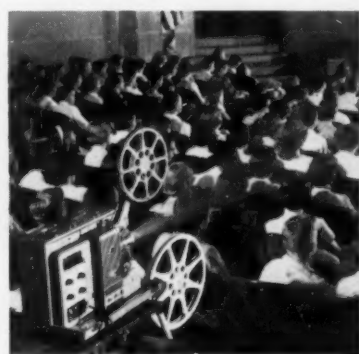
**2. Simple maintenance.** Kodascope Pageant Projectors are *permanently lubricated*—you bypass the danger of improper oiling, main cause of breakdowns. Stock machines in independent tests have run without stoppage or oiling the equivalent of 2½ years of normal use!



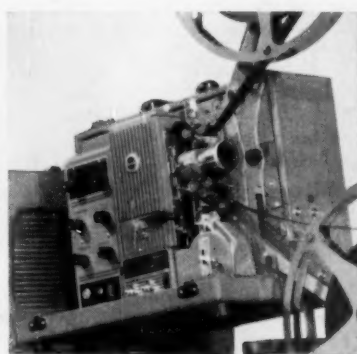
**3. Extra-bright pictures.** The Pageant's Super-40 Shutter automatically provides over 40% more screen light at sound speed than standard shutters. This lets you use big screens, long throws, and even leave enough room light for note taking.



**4. Natural sound.** The Pageant's efficient amplifiers (with tone and volume controls) matched with *well-baffled* speakers fill your room or auditorium with clear, comfortable, realistic sound. When you wish, you can plug in a "mike" or phonograph, too.



**5. Wide versatility.** With the Super-40 Shutter you can show silent—as well as sound—speed movies. And to meet your needs exactly, you have your choice of 7- or 15-watt amplifiers and 8- or 12-inch speakers in every practical combination.



**6. Best value.** *Make us prove it.* Don't be satisfied until you've seen the brilliant Pageant performance—on your own screen. Ask your Kodak Audio-Visual Dealer for a demonstration. Or send us the coupon. There is no obligation.



BEFORE YOU DECIDE on any projector, be sure to get complete information on the forward features of the new Pageant. Cut out coupon for this fact-crammed booklet now!

**EASTMAN KODAK COMPANY,** Dept. 8-V  
Rochester 4, N. Y.

Please send me complete information on the new Kodascope **PAGEANT** 16mm Sound Projectors, and tell me who can give me a demonstration. I understand I am under no obligation.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

STREET \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_  
(Zone)

**Kodak**  
TRADE MARK

1-222



**PLANNED IN ADVANCE** by Van Heusen, with design, merchandise, props and background furnished to the dealer, this window display is typical of one vital part of the MAP program. This particular display was used by Frank & Harris in windows of all its 19 West Coast stores.

sen promotions, each utilizing the integrated MAP program.

Let me cite an example. One promotion last fall consisted of matching dress shirts, sport shirts, pajamas, shorts, ties and handkerchiefs, in an end-to-end Madras cloth in specially woven, cross-dyed colors. Since Madras originated in India, we decided to take advantage of the much-discussed Far Eastern influence in men's wear. We called the promotion "Jewel of the East Madras," by Van Heusen, and used an Indian idol as its identifying motif.

National advertisements showed the Madras group, in subtle and unusual colors, against the background of the Indian idol. Newspaper ad mats used the same artwork. So did counter displays, window streamers, envelope stuffers, and the hang tags attached to each garment. A window display unit, given free to our dealers, was built around a three-dimensional cut-out reproduction of the same Indian idol. Thus every phase of the promotion was identified in the same way.

What effect did this have on the consumer—the one at whom all this effort was aimed?

He saw the "Jewel of the East Madras" promotion in full color in national advertisements which showed the Indian idol. Local newspaper ads, featuring the same idol, told him

which store, or stores, carried the Madras-idol promotion. The store windows told him that it was inside, blowups and counter cards told him where it was and, finally, the hang tags on the garments, also idol-identified, told him—"This is it."

One major purpose of MAP is, naturally, to sell more Van Heusen men's wear—which is what has been accomplished. But it has other important functions for both our salesmen and our dealers. This is evident when we consider the problems MAP has met and overcome.

Before MAP we, like other companies, stressed to our salesmen the importance of advertising as a selling tool, the necessity of merchandising our advertisements when selling lines in the sample room, and the need of getting stores to take advantage of our national advertising by taking complementary ads in local papers. Salesmen were also exhorted to sell promotionally and to sell in depth.

But remember that Van Heusen is in a field where fashion is important. However, for some time our advertisements highlighted merchandise, not fashion. Except for an occasional, un-integrated promotion, we were selling Van Heusen shirts, not Van Heusen styles. Unfortunately, too, national ads frequently had no relationship to local ads. One reason was that there

was no promotional handle, no story.

No wonder there was little incentive for the stores to invest time and money in displays. In big stores the buyers were forced almost literally to wrestle with the display department for displays and window space. As far as coordinating windows with advertising was concerned, buyers might just as well have saved their breath.

With smaller stores we had other, but equally vexing, problems. For one thing, we had nothing valid to offset the curse of some of the smaller men's wear stores—the "tonnage window." This is a common sight, a window crammed to the ceiling with shirts and other haberdashery in endless profusion, showing all, selling nothing.

A third area of difficulty was our salesmen. Instead of presenting the enormous number of Van Huesen items in orderly, logically organized promotional groups, they often offered an unrelated hodgepodge. In addition, they faced the insurmountable obstacle of trying to sell nonexistent promotion programs.

What has MAP done to improve these conditions?

Under the MAP system, each store, large and small, is supplied with a MAP master chart which gives the exact time of each promotion and the dates of appearances of national advertisements for an entire season.

### Six Month Lead

Obviously, this is of great importance, particularly to the men's wear buyer of a large department store. He is able to request windows on definite schedules, as much as six months in advance, and justify his requests with the fact that displays will be seen at the time national ads break. Instead of asking display men to design and build windows, the buyer gives them the necessary plans, materials and props—all tied in with Van Heusen national and local ads. All the display men have to do is dress the window.

The buyer's problems with local newspaper ads are simplified, too. It used to be that outside of strictly seasonal lines he had no particular reason for advertising anything. Consequently, each call from the advertising department, advising him of a copy deadline, was a new crisis.

But with MAP he not only knows what to advertise—for the entire season—but exactly when to advertise it to take full advantage of the overall program. Instead of a last-minute scramble to get his department represented any which way, he has only to consult his Van Heusen MAP schedule to know exactly what should be pushed, and when.

**MILL & FACTORY'S CIRCULATION METHOD IN ACTION —  
INDUSTRIAL SALESMAN CALLS PROMPTLY ON BUYING INFLUENCES  
IN BRAND NEW PLANT.**



## You know Mill & Factory readers are key buying influences...because...

Every MILL & FACTORY reader is personally identified by an industrial salesman as a key buying influence.

These salesmen know that titles are no indication of buying influence in today's complex industrial market. Their repeated plant calls make them the only men who know which executives specify and buy.

MILL & FACTORY...and only MILL & FACTORY... actually builds

and maintains its Franchise-Paid circulation through 1,645 full-time salesmen of plant machinery, equipment, and supplies. These men select for MILL & FACTORY only those executives they know through personal sales contact, have genuine buying influence and authority.

MILL & FACTORY is the only industrial publication specifically designed to do industrial advertising's

first and most important job...to back up your salesmen by reaching the same men they must see to sell your products.

### Mill & Factory

205 East 42nd Street  
New York 17, N. Y.

*A Conover-Mast Publication*

NEW BPA



**MILL & FACTORY REACHES THE MEN, REGARDLESS OF TITLE, YOUR SALESMEN MUST SEE TO SELL!**





## The MAP Man

Stanley C. Gillette, vice-president in charge of sales and advertising, Phillips-Jones Corp. joined the company in January 1947 as a salesman. He became Eastern regional manager in December of the same year, sales manager in 1952. In April 1954 he was elected vice-president in charge of sales, and was appointed to his present position in October 1954. He

was elected a member of the Phillips-Jones board of directors last January.

Born in New York City, Gillette attended Columbia University and worked as a musician and salesman until he joined the Army in 1942. He served as a captain in the MAC in the Pacific.

A sports car, boating, and winter sports enthusiast, he also collects early American furniture, paintings, tile and glass.

The smaller store finds many benefits in MAP. With each Van Heusen promotion, it gets a complete window display worked out by top-flight designers and with all necessary material—merchandise, props, background, and a color photograph of the display as it was originally set up.

By using this the store owner can, at no expense, have windows as impressive as those of the biggest stores—and get rid of the archaic and almost useless "tonnage" displays. The Van Heusen MAP program gives him selling instead of show windows.

The smaller store owner is similarly assisted by integrated advertising. Formerly, like the buyer in the larger store, he was frequently at a loss as to what to advertise. True, routine insertions in a local paper kept the name of his store before the public, but they did nothing to tie him in with national advertisements. With Van Heusen MAP newspaper mats, however, he can time his insertions to coincide with national advertising of promotions, paced to occur at carefully plotted seasonal peaks.

Finally, to the Van Heusen sales-

man, the MAP program is a boom. No longer is "selling promotionally" just a phrase. It has become a reality with all its advantages readily apparent to the buyer and retailer. No longer does the salesman offer a disorderly melange—some of this and some of that: Each MAP promotion is complete in its own 10" x 12" folder.

Every folder contains, in compact gatefold, the complete presentation: color reprints of forthcoming national advertisements with the dates of their appearance, color photograph of the window display, radio commercials, envelope stuffers, hang tags, newspaper ad mat proofs, and reproductions of window streamers, blow-ups and counter displays. This allows the salesman to sell and the dealer to buy with none of the confusion of the method.

What is more, each folder has an atmospheric cover which helps to set the mood. These covers are important. The department store buyer, and the retailer, has other things on his mind—and his office is often cluttered with a distracting collection of samples and display material.

But when a Van Heusen salesman introduces, say, "Como Chambray—in Vino Colors" with a cover showing a small iron tray topped by a tiny bottle of Chianti, the buyer knows that something special is coming up. His attention is caught as well by such promotions as the current "Moulin Rouge Batiste" with a cover painting of a cancan girl wearing a real garter.

We at Phillips-Jones are naturally pleased with the results of MAP and so are the stores. For what MAP does, in effect, is to make Van Heusen an assistant in the sales promotion department in large stores, and an advertising and promotion agency for the smaller ones. How successful this has been is attested by the hundreds of letters and verbal reports from dealers all over the country, enthusiastically endorsing MAP. Equally important, our sales are up—very much so.

**The End**

## THE QUAD-CITIES

Rock Island • Moline • East Moline, Ill. • Davenport, Ia.

# NOW 1/4 MILLION PEOPLE

with a total of 83,000 consumer units

40% have net income of over \$4000

15% have net income of over \$7000

A 450 MILLION DOLLAR MARKET

57% live on the Illinois side where 9 out of 10 families read the Moline Dispatch and the Rock Island Argus... the largest combined daily circulation in the Quad-Cities.

## THE ROCK ISLAND ARGUS THE MOLINE DISPATCH

THE NEWSPAPERS THAT COVER THE ILLINOIS SIDE OF THE QUAD-CITIES

Call ALLEN-KLAPP — New York, Chicago, Detroit, San Francisco



# one of the FIRST 100 MARKETS

according to Sales Management's Survey of Buying Power among the 165 Standard Metro. County Areas.





## why are you advertising?

You are asked to OK an ad campaign. The pictures are snappy. The layouts are good, the color strong. The copy sparkles. It looks all right...

But wait —

Just what is the advertising *for*? Specifically, what is each ad in the series supposed to *do*?

Is the advertising just to enhance prestige, to keep your name before the trade? If so, are you sure that's *all* it can do for you?

Does it seek to overcome specific sales obstacles? It can.

Is it supposed to produce good leads? It can.

Is it designed to help with the educational chore your salesmen face? It can.

Many sales executives have learned to their profit that advertising and sales promotion can carry a larger share of the sales load than they had ever thought possible — providing it is planned that way.

Advertising is most effective when it is assigned a definite part of the selling job — often a part that is time-consuming and costly for salesmen to cope with alone.

Whatever the advertising is designed to do, make sure it does it before you put that OK on the campaign.

**The Schuyler Hopper Company**  
12 East 41st Street, New York 17, New York

*Number 1 of a series we think needs to be written, even if we have to do it ourselves. Our business is to create advertisements, sales aids, handbooks and manuals that help our clients sell by helping their prospects buy.*

OWN ..... to 10,000  
 KE's or CHE's 5-10,000  
 Mgr. metals exp. N.J.  
 LYS FEE..... to 10,000  
 Mgr. MANT 5-10,000  
 sub encls (2) 5-10,000  
 & Stora exp..... 5,000  
 in 45, N.J..... 7,500  
 Proj Engr. chemical  
 6-10,000  
 chem process expdt  
 to AMER..... 11,000  
 chem process exp. 8,000  
 chemical process exp.  
 PAYS FT..... 9,000-1  
 in, automobile or semi-  
 state, F&M PD... 7-10,000  
 ivy machy, New Eng.  
 LYS FEE..... 5-8,000

## SALESMAN WANTED

Must be experienced in selling  
 builders hardware. Age 30 to 40.  
 Following among building supply  
 dealers in Metropolitan area.  
 Salary + commission + expenses

Desnr. elec-mechan  
 Marine Design & Draft  
 COMPANY PAYS FEE  
 Design-Drafts, pressure  
 Fiberglass Design. P.P.  
 Ohio, \$8 per day exp  
 Piping Draftsmen, P.P.  
 Ohio, \$8 per day exp  
 EE-Design Engr, chim pit  
 big fam, Co ps fee 11  
 Elect Shop Supt, expd,  
 fam, Co ps Fee, 9-11,000  
 Draftsmn, piping, NYC  
 Elec Design Engr, EE,  
 exp. 8 Amer, CO PAYS  
 Designers, elec-light & po  
 FE, Design elec, L-P, 90  
 Tool & Die Designer, exp  
 Design-Draftsman heavy  
 Designers & Drafts, pre

# Do You Know How to Hire Salesmen?

BY ARTHUR R. PELL

Personnel Consultant, Harper Associates\*

Ads such as this appear almost every day in the classified sections of newspapers throughout the country. Whenever a vacancy occurs in a sales force by reason of replacement or expansion, the first thought of the sales manager is to hire a man out of his own industry, preferably with a "following" among the potential customers.

Too often, however, the requirements demanded by a firm for sales personnel are based on how the company has "always done it in the past" and by some preconceived notions and prejudices of the sales manager.

Rarely have organizations evaluated their sales forces and determined job specifications by the background of their most successful salesmen. When such evaluations have been made, some startling facts have come to light.

If the specifications listed in the ad had been strictly followed in the past, in many cases the best salesmen would never have been hired.

Often in desperation or because of personal knowledge of a man, sales executives have hired men who have never sold or who have been selling unrelated lines. Today many of these men are the leading producers on their sales forces. However, next time the need for a salesman arises, they forget this fact or consider it an exception to the rule. The traditional rigid specifications are drawn up which, therefore, eliminate from consideration potentially top salesmen.

What are you looking for in a salesman? Many sales managers answer this question by virtually insisting that the man must come from a competitor. I have heard such re-

quests as, "He must know all the customers in the territory and be able to bring their business to the firm." This may be an ideal man, but he is rarely available. Often, when he is, the fact that you hire him does not automatically bring you his customers. If you lose one of your salesmen to a competitor, you certainly do not expect to lose all his accounts.

The next most frequently made request is for a man with experience in the specific line of work you are doing. Sometimes one gets so specific it verges on the ludicrous. One sales manager wanted a salesman with experience selling striped pajamas . . . plain or patterns wouldn't do. Another fallacy is that if a man has sold the line you are handling, he is automatically qualified to do a good job for you. He may have been only a mediocre salesman in this field or he may have worked for a firm where the sales manager did all the work and all he did was collect the orders. Experience in your field is not necessarily assurance of a salesman's successful performance for you.

Let us examine this situation in greater detail. What are you buying when you hire a salesman? Usually it is his ability to sell. How important is it that he know your product before he joins your sales force? The answer is simple. It depends entirely on how long it takes a person to learn your line! Naturally, if you have a highly technical product that takes years to learn, you must either hire men who know it or be prepared to train men for the requisite number of years. However, most lines can be learned in a shorter time. If a man has some selling experience, by applying his previous knowledge he can cut down the time you think it will

take. Remember, even a man selling a competing line will have to take some time to learn your problems.

Recently an applicant for a sales job came to me and complained about his inability to change fields. He had been a successful salesman of intangibles and wanted to shift to a tangible item. "After all," he said, "it took me 30 years to become the man I am, and it will probably only take me 30 days to learn a new line."

As a sales manager, you are buying the years of development of a man's personality and intelligence. You should consider this as the major factor, not just the part of his life devoted to selling a particular line.

There are two main sources of sales help other than men experienced in your field. One is the trainee. He is the young fellow, usually just out of school or the service, who wants to learn selling. Many companies have had tremendous success with such training programs, and much has already been written about them. They are a good source for the long-range future, but it takes time for trainees to become effective salesmen.

The second source is promising, but not used often enough. This is the vast number of thoroughly trained salesmen who have been successful in fields other than yours, and who now desire to make a change.

The skeptical sales manager asks, "If he is so successful, why does he want to make a change?" There are many reasons ranging from changes in economic conditions which cause a slow-down in an entire industry to a personal desire to move into a more lucrative field.

For example, the textile industry today has fallen, far below its past sales volume. Hundreds of productive

\*New York, N. Y.



## "STRIKE TH-R-E-E"

Primitive sculpture that looked like a 1956 big league umpire was just one of the "finds" a PARADE reporter recently made in New Zealand.

Result: A fascinating story that won a reading from seven in every ten PARADE readers. Making people stop, read and remember is something PARADE, the Sunday magazine does so well that independent surveys show this is the best read magazine in America, bar none. To advertisers this means twice as many readers for their dollar in PARADE as in the big weekly magazines.

It's a fact: To move merchandise, to make new customers, to get reorders... PARADE has what it takes.



**Parade...The Sunday magazine section of more than 50 fine newspapers in as many key markets... with more than fifteen million readers every week.**

textile salesmen are looking for jobs in other industries. Some of them would make excellent salesmen for almost any company as they have the personality, intelligence, and sales skill developed over years of selling, yet they cannot find jobs.

Another example is the case of Johnny Roberts. He was top man in his company, making commissions of over \$15,000 last year. But Roberts is a specialty salesman, selling plastic dinnerware to the housewife. He wants to get into a type of selling that will give him an opportunity to

build a better future. He has proved he can sell in one of the most difficult fields of selling, yet no sales company wants to give him a chance.

Thousands of such situations exist today and yet sales managers are crying that they cannot get good salesmen for their products. *Mr. Sales Manager, are you missing a bet?* Couldn't some of these men fit into your operation?

"Maybe in another company, but not mine. We need a special type of person. He has to know merchandise. He has to know how to deal with the

persons who buy our products."

There is no question about that. All we ask you to do is to evaluate your needs. Maybe your man is not as specialized as you think. After all, these other men are proved salesmen, too, even if not in your line . . . and they haven't picked up any of the bad habits of your competitors. As for learning your line, how long does it take a man to master it? For dealing with your customers, you know the type man you need, so look for that kind of *person* rather than for a special sales background. Evaluate your present salesmen. What do they have that makes them good?

### Is He Right?

Recently after making such an evaluation, a sales manager of a manufacturing company came up with these results:

1. Our average salesman can learn all our products in about six weeks. At that time he is capable of going out and making sales.

2. In three to four months he knows as much about our specialized problems as anyone on the force. Naturally things come up on which he needs help from his district manager, but this is true of all our men.

3. Our salesmen who previously worked for competitors or related lines learned a bit faster, but the difference was not significant.

4. In analyzing the previous experience of our men, we found there was no pattern which fitted all our best salesmen. The top 10 had sold in a variety of fields from insurance to mill supplies. The only thing they had in common: *they had all been selling something before coming to us.*

This may not be true in all companies, but it is indicative of what can be done. Before looking at this record, the sales manager had established rigid specifications for new salesmen, requesting only those with experience in his particular field. After making the survey he realized that flexibility would be a wiser attitude. He could then select on the basis of the man rather than just his experience.

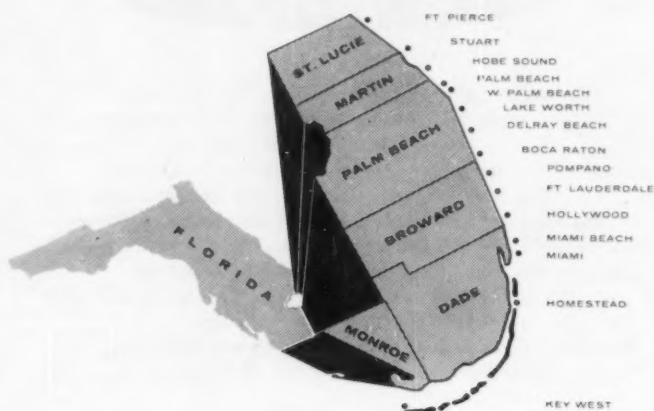
What sort of specification should we have if we are not as rigid? First, a job specification should describe the job. It should tell what the man will sell, what type of account he will call on and how many calls he is expected to make each week. It will indicate any other requirements such as writing sales promotional material or handling administrative matters.

It should describe the personality

*The nation's fastest growing major market..*

## FLORIDA'S GOLD COAST

a \$1½ billion bonus market blanketed by  
The Miami Herald alone!



### THIS YEAR SELL THE ENTIRE GOLD COAST AT ONE LOW COST:

**GREATER MIAMI** — the nation's fastest-growing metropolitan market (U.S. Census)

**FORT LAUDERDALE** (Broward County) — leading the nation in retail sales gain, 1944-54

**PLUS** the rest of the rich Gold Coast market, from Ft. Pierce to Key West

★ Population 1,100,000 plus 3 million tourists yearly

★ Retail sales over 1½ billion annually

See your SB&F man today

**The Miami Herald**

JOHN S. KNIGHT, Publisher      STORY, BROOKS & FINLEY, National Reps.  
WQAM, WQAM-FM, Affiliated Stations





*Thurman Craddock, President of Craddock Furniture Corporation, says:*

## **"House Beautiful has...retention value"**

"We still get five or six inquiries a month from ads we ran in HOUSE BEAUTIFUL *four and five years ago!*" writes Mr. Craddock. This is convincing proof of the long-term pulling power of HOUSE BEAUTIFUL.

"To date, our four-color, 2-page spread advertisement has pulled 2760 inquiries for our new 'Decorator Booklet'. I am quite certain that we will have a total of four to five thousand inquiries from this ad before it runs its course.

"The fact that our dealers received many inquiries... all from the same ad in HOUSE BEAUTIFUL... proves to me that we have done

an excellent job of selling both sides of the counter....

"As you know, this was our first venture into color. You will definitely see more color on our schedule in 1956."

To give *your* product the benefit of this long-term pulling power, the "retention value" of HOUSE BEAUTIFUL, make plans now to advertise in HOUSE BEAUTIFUL, the magazine that sells *both* sides of the counter.

For a copy of Mr. Craddock's letter, write The Advertising Director, HOUSE BEAUTIFUL Magazine, 572 Madison Ave., New York 22.



Chicago • Atlanta • Boston  
Detroit • Miami • Tyler  
Cleveland • Los Angeles

type of the best men in your sales force. Are they highly or moderately aggressive? Do they have to make the sale on the first try or do they have to have the stick-to-it-iveness that characterizes salesmen who make many repeat calls to make a sale? Are they the routine plugger type or more imaginative? What other characteristics do your best salesmen have in common?

It helps to indicate the types of persons on whom they will call. It takes a different kind of personality

to deal with a chief engineer than a purchasing agent or a resident buyer.

After the specification is completed, the next step is to use the best possible means of selecting the right man. The sales executive has a choice of several sources for recruiting personnel: advertising in daily or business papers; employment agencies specializing in sales personnel.

Applicants should be thoroughly screened and their qualifications compared to those on the specification. Many aids to selection are available.

Psychological tests which tell much about an applicant's personality, aptitudes and interests can be administered by outside consulting firms or your own specially trained personnel. Scientifically designed interviewing techniques can uncover much about a candidate's qualifications. His work history can be verified by telephone or personal contact with his previous employers. If desired, thorough personal investigation of applicants in who you are particularly interested may be conducted by an investigating service such as the Retail Credit Association. And don't overlook a thorough health check before making your final decision.



## America's Informal Business Capitol

The Greenbrier's new West Wing offers groups up to 1000 the finest and most modern meeting facilities to be found.



The auditorium, the theatre, and various-sized smaller meeting rooms provide complete privacy and air-conditioned comfort for all types of functions. The latest P.A. systems, stage and movie equipment (including a CinemaScope screen in the theatre) are available. Attentive service is, of course, axiomatic at America's leading resort hotel—The Greenbrier.

*Special all-inclusive Group Rates effective to February 29, 1956.*

For complete information, address:  
DIRECTOR OF SALES

*The Greenbrier* WHITE SULPHUR SPRINGS,  
WEST VIRGINIA

Or inquire of Greenbrier offices in:

New York, 17 E. 45th Street, MU 2-4300  
Boston, 73 Tremont Street, LA 3-4497  
Chicago, 77 West Washington Street, RA 6-0625  
Washington, D. C., Investment Bldg., RE 7-2642  
Toronto, 80 Richmond Street, West, EM 3-2693

## "Wavy-Haired Handsome"

In selecting your man, do not over-stress appearance. Too many executives are overly influenced by how a man looks. We do not mean neatness or personal habits, which are of top importance, but "good lookingness." Often a company prefers the tall, wavy-haired handsome chap who dresses like an "Esquire" photograph. His outward appearance becomes the sole basis for judgment and his real worth is overlooked. All the executive can think is that he will make a good impression on the customers because he has such a fine appearance. Does this mean that short, stout men cannot sell? What about the bemustached, bald-headed fellow? Won't anybody buy from him? Has it ever occurred to the sales manager that the buyer might be fat and bald and feel more at home with a man who is not an Adonis?

Another preconceived notion which bears analysis is attitude toward age. Most age limits are set arbitrarily with no basis in fact. Age is only important as a selection factor insofar as it aids or handicaps the salesman in his work. Might it not be better to judge each man in light of his total value to the firm rather than automatically eliminating men above or below a specific age?

In hiring for your sales force, evaluate your specifications for new salesmen. Are all these specifications necessary? Are they too rigid? Should they be made more flexible? Think about each of them. Are they based on fact or preconceived notions? Are you eliminating from consideration men who may be the answer to your constant need for top producing salesmen? Reevaluate your thinking on this. You may be missing a good bet. The right man is there waiting for you to call . . . if you will only try to recognize him.

The End

SALES MANAGEMENT

# ROP

## FULL COLOR

Now Available . . .



THERE'S A SALES  
DIFFERENCE WHEN  
YOU USE COLOR

in the rich Central Ohio market  
Starting January 30, 1956 . . .

Yes, now for the first time, advertisers can take advantage of full color ROP schedules, in the evening and Sunday field, to sell Columbus, and the rich Central Ohio Market.

In addition to established dominant coverage of the mid-west's number one test market, color will make your ad in the Dispatch even more attractive, more readable . . . will capture more attention, more sales.

No matter what field your advertising represents . . . retail, food, automotive, drug, industrial or service

you can now do the BEST job of selling, with full color ROP.

Final completion of our \$3,000,000 expansion program, including 21 units of new Goss Headliner Presses with Colortrol and all other complete, up-to-the-minute innovations makes ROP full color available. All contracts for full color ROP acceptable for publication dates starting January 30th, 1956. For rates and details, contact General Advertising Department, The Columbus Dispatch, Columbus 16, Ohio.

## THE Columbus Dispatch

READ IN MORE THAN 4 OUT OF 5 COLUMBUS HOMES DAILY, MORE THAN 9 OUT OF 10 SUNDAY

NATIONAL REPRESENTATIVES: O'MARA & ORMSBEE, INC., NEW YORK CHICAGO DETROIT LOS ANGELES SAN FRANCISCO  
Resort Newspaper Representatives, Inc., Miami Beach

# Camera-Clicking Salesmen Develop Hollymatic Market

Chicago manufacturer's camera-equipped sales force photographs new installations, novel uses of its meat molding machine. Color slides are made and shown to customers. The sales picture is brighter than ever.

**An interview with E. A. HARWELL,  
General Sales Manager, Hollymatic Corporation**

The Hollymatic Corp., Chicago, manufacturer of a steak and patty molding machine for large-scale meat processors, has made photographers out of its sales force. Result: "visual testimonials" that have contributed to some sales increases in all territories, and 15%-18% increase in four major territories.

Late last summer, E. A. Harwell, Hollymatic's general sales manager, equipped his sales force of 12 regional managers (salesmen) with new Graphic 35 cameras by Graflex, Inc. The camera, which simplifies exposure decisions and allows the novice to take satisfactory pictures, is used to record outstanding installations and uses of the meat-processing machine.

Not only has the showing of pictures gone a long way toward increasing sales volume, says Harwell, but it has eliminated certain stumbling blocks the salesmen had en-

countered in the past. The machine was formerly sold through demonstration directly to users, such as wholesale meat and frozen food firms, retail meat markets, restaurants, institutions. Consequently, there was always the problem of lugging around the cumbersome equipment. The salesmen also established and trained distributors among supply houses serving the food industry.

"Although volume has risen continually since Hollymatic was founded in 1937," Harwell says, "we were of the opinion that the demonstration method had drawbacks which the 'visual testimonial' method could eliminate."

There were six outstanding sales problems:

1. A disproportionate amount of "sell" was necessary to get the equipment onto prospects' premises for a demonstration.
2. The unit weighs about 175



**THE START OF A SALE?** Perhaps! Hollymatic Corp. has made many sales by encouraging salesmen such as Stanley Hanshaw to photograph installations, then show color slides to prospects in other areas.



**THE MACHINE** and what it does—all in one picture taken by a Hollymatic salesman. Prospects get the idea right away and actual demonstration can be saved for clincher.



**LOOKING LIKE A CAMERA CLUB**, Hollymatic Corporation's field sales force assembled during picture-taking

contest sponsored by company as sales incentive. Each was armed with Graphic 35 camera and 35 mm color film.



## Child of the magnificent ghosts



Years ago this land knew cars that were fabricated out of sheer excitement. Magnificent cars that uttered flame and rolling thunder from exhaust pipes as big around as your forearm, and came roaring down through the summer dust of American roads like the Day of Judgment.

That was the spirit cars in a time when all meaning was in adventure, and no man who drove one could forget the flow of sun on from the brown colors and the excitement of their passage.

They have been ghosts for forty years, but their magic has never died. And so today they have an inheritor—for the Chevrolet Corvette reflects, in modern guise, the splendor of their breed.

It is what they were, a vehicle designed for the pure pleasure of road travel. To handle with a precision that cannot be duplicated by freight cars—and to achieve through curves as though it were running on rails.

You can watch a Corvette in action and imagine some of

the pleasure it offers. But you have to get your own hands on that magic steering wheel to sense the full promise of such controlling a car.

Who can tell you about the ultimate thrill of that 135-horsepower V-8 engine, or the dynamic sight of speed as you feel the car move on wheels of dramatic design? Who can describe the wonderful feeling of confidence and release that comes from your sports car responding to the precise movements that come when you feel the track will break?

Who can make you feel what it is like to drive a car that always has more on hand—in such handling, precision, and sweeping power—that you'll probably never want to leave it? You'll have to try it for yourself. And when you drop it, an old Chevrolet dealer's, he'll take pleasure in showing you the car that is a true child of those magnificent ghosts—the V-8 Corvette! —Chevrolet, Division of General Motors, Detroit 2, Michigan.

CHEVROLET CORVETTE



## Child of the magnificent ghosts

"The car that gets there first is the only car for me!"

Barney Clark wrote that when he was 8. Last year he wrote:

"Years ago this land knew cars that were fabricated out of sheer excitement. Magnificent cars that uttered flame and rolling thunder from exhaust pipes as big around as your forearm, and came towering down through the summer dust of American roads like the Day of Judgment . . .

"They have been ghosts for 40 years, but their magic has never died. And so, today, they have an inheritor—for the Chevrolet Corvette reflects, in modern guise, the splendor of their breed."

Great stuff. Consumer response, industry acclaim and agency applause titled it—and others like it—the outstanding sports car advertising of 1955. That went for passenger car advertising, too.

It's easy to brag about Barney, but it wouldn't mean much if it weren't for this: Barney isn't unique at Campbell-Ewald. That kind of copy—that kind of advertising—is the crux of our new creative curriculum.

Ask for proofs of:

Our campaign for a steel manufacturer using techniques never before used in the industry;

Our battery series that puts honest excitement into nuts and bolts;

Our small-space carbon paper campaign that helped triple consumer response after two ads.

For here—no matter what you do—there's always a new and better way to do the job: to create a personality for any product or service that makes it wanted before all others.

It's an infectious thing, this creative resurgence at Campbell-Ewald.

### CAMPBELL-EWALD Advertising

Detroit • New York • Chicago • Los Angeles  
San Francisco • Washington  
Atlanta • Dallas • Kansas City





MR. SALES MANAGER

## Have You Ignored the Sales-Rich Baking Market?

BY HAROLD E. SNYDER  
Editor, Baking Industry

If in the past you've given the baking market only a spurious glance, look again Mr. Sales Manager, look again. Rising production costs have made bakers alert to labor, time and money-saving services and equipment . . . opening up a new era for manufacturers selling to this sales-rich baking market.

How big? Well, add up the \$30,000,000 spent for new structures and additions to present structures in 1954, plus the \$80,000,000 spent for new plant and equipment expenditures. Add to that the \$2½ billions spent for wrappers, boxes and bags alone, not including purchase of a wide variety of items including traveling ovens, air conditioning units, wrapping material, trucks, raw materials and manufactured supplies. All this totals up to a whopping \$5 billion annual market for suppliers.

And it takes broad coverage of this industry to do the kind of sell-job that measures up to the magnitude of the industry. BAKING INDUSTRY—offering top paid circulation in the field—represents 92% of the major buying power . . . one way of getting to the heart of the market . . . quickly, economically and effectively. With 61,000 readers per issue (average 4 readers per copy) you're assured of sales-stimulating readership for your sales message. Why not let the BAKING INDUSTRY representative tell you more about it? BAKING INDUSTRY, a Clissold Businesspaper, 105 W. Adams Street, Chicago 3, Illinois.

pounds; after helping to wrestle it into position for a demonstration, the salesmen often were not in the best condition for a "cool" sales presentation.

3. The story could not be told in its entirety in one interview: "The machine is available with a wide selection of attachments which vary the size, shape and type of meat portions. The Hollymatic can also be adapted to making sausage links, boneless chops, and other meat products."

4. The great variety of possible physical installations could not be covered during a demonstration session.

5. Sales of the machine, which lists at \$895, were not always consummated during one call. Often it was demonstrated to one person, who approved, then had to be resold to budget-conscious higher-ups. The "call back," too, often meant only a second demonstration of the heavy machine.

6. Hollymatic lacked an easy, inexpensive way to inform a representative in Maine of unique uses and installations sold in Texas. Yet the company knew that this type of education was a must for smoothly functioning sales organizations.

Harwell sums it up:

"Sales were excellent, our firm was growing, but because of difficulties inherent in selling this product, we felt we were not realizing our full sales potential."

### Demonstrations Clinch

The six sales problems are eliminated under the new system, Harwell states, and demonstrations are needed now only as a means to clinch sales.

Advertising has been stepped up progressively in business publications to create greater consumer acceptance: *American Restaurant*, *Chain Store Age* (grocery edition), *Institutions Magazine*, *Meat*, *Meat and Food Merchandising*, *The National Provisioner*, *Progressive Grocer*, *Restaurant Management*, and *Super Market Merchandising*.

How did Harwell interest his salesmen in photography? He sponsored a \$1,500 contest to see who would come up with the most useful way of using the Graphic 35 as a sales tool. The contest was divided into three categories, with the winner of each receiving a prize of \$500:

1. Intrinsic photographic interest of the shot (telling a story without explanation).

2. Outstanding shot of an installation of Hollymatic machines (three or more).

3. Outstanding shot showing the best merchandising features being used by a Hollymatic customer to sell products made on Hollymatic machines.

Regional managers are today using Graphic 35's to take color shots of noteworthy installations. Processed as slides, the pictures with captions are distributed to the field men; prints are kept in a master file in the Chicago home office. The salesmen use compact desk viewers to select a series of slides to illustrate any sales slant.

"The salesmen now can avoid antagonizing prospects by not having to push for a demonstration," Harwell explains. "No longer must they struggle with the heavy machine and are, as a result, always able to make a dignified sales presentation. What's more, through the interchange of pictures, they are constantly up-to-date on salesworthy ideas."

### Visual Testimonials

He feels that, above all, "our salesmen now can tell a wavering prospect, 'This is the way another company is solving the very same problem'—and actually show him. We call it the 'visual testimonial,' and it really works."

Before instituting this plan, the Hollymatic people carefully studied the camera market. To select the proper camera and set up the system they consulted with Vincent Agar, vice-president, industrial sales, Watland, Inc., Blue Island, Ill., photographic supply house.

Agar and Harwell decided at the outset that the regional managers would need a camera that was (1) lightweight and compact, (2) constructed to withstand constant field use, and (3) simple to operate for "photographers" whose only previous experience was snapshotting the kids.

The Graphic 35 was chosen as best meeting these requirements. Introduced earlier this year, the camera features a semiautomatic exposure computer, synchronized with a push-button coupled range finder.

At a sales meeting in mid-April, the Hollymatic salesmen were presented with the cameras and given a short instructional session.

Cost of instituting the sales photography was minimal considering the benefits it has produced, according to Harwell. The camera itself lists at \$89.50 with case and flash. The desk viewers are under \$100. He estimates the cost of each picture, including film, processing, maintenance of the master library, and mailing, at 35 cents a shot.

The End

# How to build the sales success-habit

**Y**OU know the symptoms of sales success. Wholesalers treat you as a top resource. Retailers recommend your product as a best seller. Your salesmen believe in themselves and their proposition. Each sale makes the next sale easier.

The question is: How do you establish this success-habit? How do you start sales rolling?

Thousands of companies have found an answer in Cappel, MacDonald incentive campaigns.

## *Professional planning makes the difference!*

C-M strategists are concerned with both immediate and long-range sales increases. They have spent 34 years learning how to combine sales training with sales motivation... how to make every wife an assistant sales manager and every husband a hero at home... how to select prizes which will stimulate both self-sufficient "stars" and timid beginners.

When the campaign is over, your men retain new drive, new self-confidence, new sales know-how. By setting new records, they prove to themselves what they and their products can do. They establish the habit of sales success on factory, wholesale and retail levels.

## *Put a higher floor under your sales, too!*

"During the contest we obtained a 20% increase over the previous year," reports an insurance com-

pany. "The fruits of the contest are still being reaped in that new business showed a 24% increase the month after the contest."

"The best result was... this contest encouraged our new men by enabling them to win a prize and convince themselves that they were real salesmen," says a manufacturing chemist. "Beginners won second and third places... a big uplift for their morale."

## *C-M campaigns are self-liquidating!*

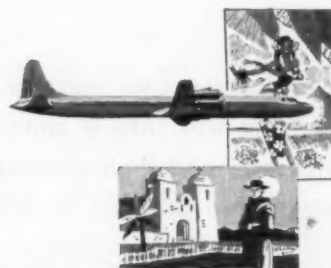
You make no advance investment in prizes. Our 400-man staff assures a smooth-running campaign without adding a dollar to your own payroll. Merchandise is billed at wholesale, printing at cost, travel at carrier-resort rates. Planning, creative and detail work are free services provided out of the usual distributor and travel agency discounts.

## *Get the facts now...*



If you are ready to make that breakthrough to a more dynamic sales pattern, just write or phone the nearest C-M office. No obligation.

If your interest is long range, you'll find expert advice on building successful sales habits in our free brochure, "Who's Selling Who". Write on your letterhead to CAPPEL, MACDONALD AND COMPANY, DEPT. R-1, DAYTON 1, OHIO.



## *Air travel lifts sales to new highs*

You'll never know how high your sales curve can rise, until you apply the tremendous power of luxurious air travel awards. Men will fight to win a millionaire's vacation in Europe or Hawaii, to bask in the sunshine of Bermuda or Southern California. And you can be sure that every moment will be pure pleasure, when you use the world-wide facilities of Cappel, MacDonald and its associates.

**AA AMERICAN AIRLINES**

**PAN AMERICAN**

## CAPPEL, MACDONALD AND COMPANY

Dayton, Ohio... Offices in principal cities and Canada



MERCHANDISE AND TRAVEL INCENTIVES

JANUARY 15, 1956

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# How Do YOU Measure Up?



Any salesman can improve his effectiveness if he will take a candid look at his weaknesses and then purposefully engage in study and practice to overcome them.

Here's a test which can be self-revealing and helpful to any man who has the perspective and courage to set down honest answers. A perfect score can be attained.

## PRODUCT KNOWLEDGE

Of all the factors that go to make up a good salesman, product knowledge is perhaps the most important. Unless he is intimately familiar with the product or service that he sells, the salesman cannot do a first-rate job for his company and he cannot do a proper job for his prospective customers.

In the customer's estimation, knowledge is a vital, determining point. Answer the questions in the following quiz to see how you stack up in this area.

	Yes	No	Not Sure
1. Have you ever been unable to answer a customer's question?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. If so, were you able to handle that point the next time it came up?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Has a customer's question stumped you within the last month?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are you able to answer that question now?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Have there been any recent changes in what you sell?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. When the announcement was made, did you get all the facts right away?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Or, did you file the announcement away and play it by ear?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Are you in a position to handle any question about that change right now?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Thinking of the last sales meeting you attended, did you wish you had brought a newspaper along?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Do you retain descriptive material put out by your company?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Thinking of the next customer you will see, do you know what feature he will be most interested in?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Have you ever given a prospect a buying reason that was totally new to him?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There isn't any hard and fast way to score this quiz. The purpose of it is to allow you to take a look at your product knowledge in the cold, hard light of what it's doing for your customers. However, if your answers to 1 and 3 were yes, 2 and 4 should be yes also. If 5 is yes, 6 should also be yes. 7—no; 8—yes; 9—what do you think? Number 10 can be no—you needn't retain the material physically—if you retain it mentally. 11—yes; 12—yes.

## KNOWLEDGE OF CUSTOMER'S NEEDS

How much do you know about your customer's needs? In this space we'd like you to jot down the names of



A series of quizzes for self-analysis prepared by the Research Institute of America, Inc., New York, N.Y.

three customers. Mix them up according to size, location, type of business, etc.

1. ....
2. ....
3. ....

Now answer the following questions for yourself—with specific application to the three customers you've named.

	Yes	No	Not Sure
1. Do you know why this customer needs your product or service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Does he know why he needs it?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you know how he can use it better?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Have you ever called on the customer primarily to help him and not yourself?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Are there any new developments that might affect your customers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. If so, have you discussed plans for meeting the development with him?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Assuming you know the customer's needs, are they the same needs he has always had?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Can you do something about finding out whether his needs have changed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Could a competitive salesman meet this customer's needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. If so—do you know how you can meet that need better?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If the answers to any of these questions surprised you, you've pinpointed an area with a very real need for improvement.

#### RESPECT DEMANDS ON BUYER'S TIME

Here's a quick true-false quiz on the question of respecting the buyer's time.

	True	False
1. I'm always on time for appointments.	<input type="checkbox"/>	<input type="checkbox"/>
2. Sometimes it's a good idea to drop in on a customer even just to say "hello" and have a chat.	<input type="checkbox"/>	<input type="checkbox"/>
3. With most customers you have to dispense with small talk and get right down to business.	<input type="checkbox"/>	<input type="checkbox"/>
4. I usually have everything I want to show the customer right with me.	<input type="checkbox"/>	<input type="checkbox"/>
5. When you're finished talking business, it's generally a good idea to be finished talking.	<input type="checkbox"/>	<input type="checkbox"/>

The Research Institute consensus is that the answers should be like this: 1—T; 2—F; 3—T; 4—T; 5—T.

JANUARY 15, 1956

#### BE DEPENDABLE

Dependability is a keystone of building and keeping a solid group of customers. But a reputation for dependability is a fragile commodity. It takes constant vigilance to keep it intact.

When you consider your dependability rating, think of it from the customer's viewpoint. Remember that he knows very little about the pressures on you, the other demands on your time and effort. You may see yourself as doing the best you can under difficult circumstances, but to him it may look like carelessness, lack of interest in his problems. So, keeping that in mind, answer these questions as if you were your customers.

	Always	Sometimes	Never
1. Do I keep my promises?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. When things go wrong, can he get hold of me?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Am I sure I can deliver on promises I make?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Do I follow through rather than leaving him to follow up?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Do I handle complaints promptly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Can he be sure that I stick strictly to the facts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Is his need more important than my convenience?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Obviously, anything less than a perfect rating is dangerous. It will pay you to start right now to look for ways to improve in any area where you couldn't honestly give an "always" answer.

#### MAKE THE BUYER'S JOB EASIER

Now we're into the psychological area. The following series of tests is designed to enable you to judge just how well you understand the buyer's hidden needs.

	Always	Sometimes	Never
1. Do you make the job of deciding easy by stressing all the advantages your product offers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you give the buyer reassurance after the sale is closed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you provide him with material that will help him sell his decision up the line, or to his associates if that's necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you handle all the annoying minor details so that the decision to buy means the end to his worries?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you personalize your sales story so that the prospect knows you're interested in solving his problems?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Do you use proof material to assure the buyer that the decision to buy is a good one?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

You can score yourself on this one—and start redesigning yourself today to improve that score and keep your customers solidly in your camp.

#### UNDERSTANDING

Here's a set of multiple-choice questions that should tell you how good you are at understanding the problems your

customers face in their day-to-day business careers. Just pick the phrase that best completes the sentence.

1. It's wise to let the customer talk about his problems because:

- (a) Customers think they're being high-pressured if you don't.
- (b) You have a golden opportunity to think over the interview thus far and regroup your selling points while he's talking.
- (c) He might tell you something that will make it easier for you to show him how your product can help solve his problems.

2. You can shore up the customer's confidence in his decision to buy by:

- (a) Extolling the wisdom of his choice.
- (b) Using proof material that shows others are happy with the decision.
- (c) Making extraordinary claims for the product or service.

3. After you've told your sales story, the prospect has shown signs of interest and then says "no," it is wisest to assume:

- (a) He has been deliberately leading you on with no real intention of buying.
- (b) He doesn't know a good thing when he sees it.
- (c) There might be outside pressures on him that keep him from making a favorable decision.

4. Since customers are only human should you:

- (a) Try to show them how buying your product will increase their prestige?
- (b) Pitch your sales appeal on a "do a guy a favor" level?
- (c) Season your sales presentation with a good portion of flattery?

5. Even when they like the product, people hesitate to commit themselves to buy because:

- (a) They don't want to spend money.
- (b) Something better might come along.
- (c) Making the final decision is a big responsibility.

6. When a buyer tells you about his problem, it is best to:

- (a) Minimize it as much as possible.
- (b) Show him how it is just like many others you've run into.
- (c) Give it thoughtful consideration before suggesting a solution.

7. You are likely to make a sale when:

- (a) You answer every objection the customer brings up.
- (b) The customer doesn't make any objections.
- (c) You show the customer how your product or service gives him just what he needs.

Remember we said the answer that best completes the question. Check your answers against these:

1—c; 2—b; 3—c; 4—a; 5—c; 6—c; 7—c.

### ADAPTABILITY

Here are some true-false questions that will help you rate yourself on your ability to adapt to the prospect's personality:

- |  | True                     | False                    |
|--|--------------------------|--------------------------|
| 1. It's always a good idea to start your sales story with a joke or funny story.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. When a prospect seems to be rushed or distracted, it's wise to suggest postponing the interview until later.                | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. What works well on one customer should work just as well on the next.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. It's good selling technique to try to figure out the kind of person you're dealing with during the course of the interview. | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. To be a really first-rate salesman you have to be interested in people and what makes them tick.                            | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. A Maine storekeeper and a Boston merchant would probably react to the same  |                          |                          |

appeals because they're from the same part of the country. ☐ ☐

7. Psychology is of very little importance to a salesman. ☐ ☐

8. People buy strictly on the merits of the product. ☐ ☐

To rate a perfect score, your answers should be:

1—F; 2—T; 3—F; 4—T; 5—T; 6—F; 7—F; 8—F.

### HELPFULNESS

This is a category that rates high in importance with customers and prospects. See how you rate with them by selecting the one best way to complete each of the following sentences.

1. When you think about an account in your free time, should you . . .

- (a) Worry about whether competition may be getting a foothold?
- (b) Wonder if a little more persistence might have produced a larger sale last time?
- (c) Figure out how you might be of assistance?

2. After you've made the first sale to a new account, should you . . .

- (a) Figure it's solid for awhile and concentrate your best thinking on other promising prospects?
- (b) Follow up to see that all promises have been kept and the product or service is doing all you claimed?
- (c) Drop the buyer a post card thanking him for his business?

3. When you make a call-back on a customer, would you be satisfied if he were to . . .

- (a) Tell you about projected changes expecting you to have some worth-while ideas on the subject?
- (b) Chat in a friendly manner about subjects other than business?
- (c) Treat you with respect and get the interview over quickly in a businesslike way, thus not wasting your valuable time?

4. When you notice an article that affects one of your accounts in the newspapers or a business publication, should you . . .

- (a) Realize "that might be a good idea for so-and-so account?"
- (b) Clip the article and mail it to the interested buyer?
- (c) Forget it because the account probably already knows about it and might think you're trying to high-pressure him?

5. When your company makes a study in market research or buyer motivation, should you . . .

- (a) Think through the implications of the studies in relation to your accounts?
- (b) Place the pertinent results at the disposal of your customers?
- (c) Keep the information as an ace-in-the-hole for future dealings with customers?

6. When a customer brings up a problem involving his business (not your product), should you . . .

- (a) Let him get it off his chest without interrupting because it's his concern and not yours?
- (b) Make a mental note of it so you can inform yourself on this aspect of his operation?
- (c) Make a stab at applying whatever you sell toward the solution of his problem?

Check your answers against these:

1—c; 2—b; 3—a; 4—b; 5—a; 6—b.

These tests are meant merely as guideposts to help you in product development. To help you turn yourself into "the salesman that customers most want to buy from," check over your answers once again.

The End



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57



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Murphy Products • Bu Toy Products Ltd. • Dr. Hess & Clark • Harrison Prods. Co. • Rox Products • B. F. Goodrich • Kerr Glass Co. • Mich. Fruit & Veg. Promotion Comm. • Amer.  
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• Woodman of World Life Inst. • Amer. Pop Corn Co. • Flex-O-Glass • Standard Brands, Inc. • Amer. Maize Prods. • Anahist • Atlas Co. • P. Ballantine & Sons • Brewing Co  
p & Paper Co. • G. Krueger Brewing Co. • Wise Potato Chips • W. F. Young, Inc. • Buitoni Food Prods. • Drug Research Corp. • Pepsi Cola Co. • Schaeffer Brewing Co. • Chadbouri  
um Oil Co. • Arnold Bakers, Inc. • Ringling Bros. • Conn. Leather Co. • Japan Canned Crabmeat Sales Co. • Nozaki Associates, Inc. • Townsend Co. • Blueberry Co-op Assn. • Ma  
Charles Gulden, Inc. • Ideal Toys • Top Value Enterprises • Wilbert's Wax Co. • Wilkining Co. • Amer. Toy Promotion • Christmas Club Corp. • Federal Nut • Amer. Dairy Assoc.  
• Mitchell Mfg. Co. • D-Con Co. • Green Giant • Dickinson Popcorn • Wishbone Co. • Calo Food Co. • Sawyers, Inc. • Instant Milk Co. • "42" Products Ltd. • Wine Grow  
• Mfg. Co. • Helene Curtis, Inc. • Morrel-Felin • Standard Knitting Mill • Southern Biscuit Co. • Van Camp Sea Food Co. • Instant Grip Cement • Petrie of Calif. • Lance Foods, Inc.  
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r Company • Manchester Hosiery Mills • Mary Chess, Inc. • Albert Ehler • Pharmacrast • Hagen, Inc. • Hudson Paper Company • Ludens, Inc. • Olin Mathieson Chem. Corp. • S  
• itchie • Kiwi Shoe Polish • All • Neechi Distrs. • Purex Liquid Bleach • Self Skin • Hubinger Starch Co. • Libby Food Co. • C. H. Masland • Morton's • Warfield Theater • Ame  
at Co. • Bardahl Mfg. Co. • Internat. Shoe Co. • Cracker Jack Co. • Rug Sheen • Hollywood Brands • Household Finance • Radex • Zonite Prod. • Ocoma Foods • Morrell & C  
mador • Birds Eye • Bolens Prods. • Rose's Lime Juice • Vic Tanny • Loma Linda Foods • Norbest Canning Co. • Doughboy Plastic Pools • Biscoglia Bros. • Westlake Resorts •  
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siery Shops • Fulton Theatre • Gluck, Martin Distributing Co. • Golomb Paint & Glass Co. • Jiffy Steak Co. • Koovlent Metal Awning Co. • Me  
riture Co. • Peoples First Nat. Bank & Trust • Pgh. Brewing Co. • C. J. Rober Co. • Roberts Jewelry Co. • C. R. Rogers Corp. • Roth Ru  
to Oil Co. • Union Dairy Farmers Co-op • Breyer Ice Cream Co. • Goldman Theatres • Phila. Gas Works • Pio, Inc. • Randolph Theat  
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amera Shop • Parrot Packing Co. • Peoples Trust & Savings Co. • Pioneer of Indiana • Pontiac Cities Service • Proctor Dress Sh  
oe Store • Brink & Erb • Cooper Distributing Co. • General Dredging • Honegger's & Co. • Bueter Distributing Co. • Eliason  
• Alpenrose Dairy • Amato's Supper Club • Appliance Wholesalers • Arden Farms • Arlen's Electric Shaver Specialists  
lker Business College • Bell Potato Chip Co. • Benjamin Franklin Savings & Loan • Berko Electric Mfg. Co. • The Big  
raham Buick Co. • Broadway De Luxe Cab Co. • Byron's Home Furnishings • Cal Spray Dealers Assoc. • Calif. Plat  
acking Co. • Columbia River Packers Assoc. • Lee Cosart Motors • Davidson's Bakery • Del Monte Meat Co. • De  
est Coast • Equitable Savings & Loan • Fairview Farms • John Felker Co. • Fields Chevrolet Co. • Fitzgibbon Dess  
na • Spear & Co. • Stanley Warner Management Corp. • Williams, J. A. Co. • Amer. Beauty Sleep Prods. • Cox's De  
pot Cleaning Co. • Nu-Life, Inc. • William T. Corbett • Independent Republicans • Harry Alan Sherman • Dairy Quee  
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• Calif. State Fair • Calso Co. • H. C. Capwell • Cleairo Co. • Joz Cortez • Denalan Packing • Fireside Thrift Co. • W. P. Full  
h • Hillside Gardens • Ladies Choice Foods • Langedorf Bakeries • Mins Travel Center • Montgomery Ward • Pauson & Co.  
er Frey Co. • Stonestown • Thompson-Holmes • Union Furniture Co. • United Vintners • Les Vogel Chevrolet • W. J. Wainort Dis  
aper Co. • Beacon Plastics Corp. • Bigelow-Kennard Co. • Bird & Sons, Inc. • Bonded TV Service • Brigham's, Inc. • Christian Science  
ital Service • MKM Knitting Mills • Sands, Taylor & Wood Co. • Shreve, Crump & Lowe • Simmonds Upholstering Co. • Star Market C  
ester Alaco • James O. Welch Co. • West Paint & Varnish Co. • Foster Sporting Goods • Francis Ford Motors • Wilson Line • Furniture  
okie Co. • Granning & Treese • Gresham Auto Dealers • P. G. Gross Furniture Co. • Gunderson Bros. Engineering Corp. • Hamilton Furs • Helen Day Mus  
les Corp. • Hogg Bros. • Hollywood Ford Motors • Hollywood Furniture • Homemakers Supply Co. • House of Nine • R. Hoyt Co. • Irish Linen Shop  
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y Appliance Co. • Nalleys, Inc. • Frank Nau Pharmacy • Neuman's Radio & Electric • J. J. Newberry Co. • Niagara of Portland • Niklas & Son, Florist  
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Baking Co. • Kleber's Luggage • Real Pie Bakers • Sanford Motors • United Baking Co. • Turnway Inn • Potter-McCune Co. • Camelot Farms • Assemblies of God • Allen Prods.  
• Phila. Transportation Co. • Arthur A. Shaw • Shedaker Kitchens • Temple Time • Tradesmen's Land Title Bank and Trust Co. • Walnut Street Fed.



# BUT THE BOOKKEEPER

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• Surf Club • Connolly Buick Co. • Corcoran Co. • Pa. Railroad • E. M. Ryan, Inc. • Double H. Breakfast Orange Juice Co. • Jamestown Upholstery  
• Hanson Bros. • Lieberman's Dept. Store • Linton's Rest. • Lit Bros. • Meg's Macaroni Co. • Ortlieb Brewing Co. • Phila. Electric Co. • Provident Trust  
• Wm. F. Payne Junction Olds. • Wurts Dullies and Co. • Zippy Prods. • Phila. Nat. League • Repub. State Comm. • Ironees Company • Wm. Montgomery Co. • Everwear  
• Fire Fly Ass'n • Orchard Ridge Country Club • A. H. Heine Co. • Holiday Lake • Noel's Service Center • Dean Nellans • Bob Berry-Ford • Central Lyons Club • Jerry Swanson,  
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ley Water Co. • Standard Air & Life Corp. • Heritage House, Inc. • Golden Triangle Assn. • G. B. Supply Co. • Sid Kaufmann • J. Miller Piano Co. • Protex Wax • Charles French Mon  
ers • Tappan Stoves • Antioch Trade Ass'n • John Oster Co. • Mary Doris Pie Cust. • Santa Clara Packing Co. • Voit Rubber Co. • C.V.A. Corp. • Stiglitz Chgs. Sales Co. • Zell B  
lated Constructive Co. • Dawson's Brewery, Inc. • Eastern Baking Breads • Ester-Spie Soc. • Glanwood Dining Co. • Ho-Ware-Rite Co. • Unionsfold Corp. • North American Packag

# Now a New Way to Guesstimate Potentials for 1,500 Products

For example: If you earned \$10,000 or more, in 1950, and lived in New York City, your family spent \$41.96 on coffee for use in your home. You or your family also spent \$13.81 on cameras, film and photographic equipment. Your butter cost \$53.21 for the year.

Soon you'll be able to see the figures on what you and other people also earning \$10,000 a year or more, in 1950, spent on some 1,500 kinds of items purchased for personal and family consumption.

Not only will you be able to check up on spending by people in your income group, but more importantly you will be able, for the first time, to get a valid estimate of the amounts of money spent each year on these 1,500

consumption items by the families in each income group.

For example: While families with incomes of \$10,000 or more spent \$41.96 for coffee during 1950, fam-

(continued on p. 62)

## You Can Figure Potential for Your Product

(How to do it, using soft drinks as the example)

### Expenditures for Soft Drinks, 1954

		New York County		Dutchess County		New York State Totals	
Spending Units	No. of	Average Expenditure	Total Expenditure	No. of Spending Units	Average Expenditure	Total Expenditure	Total Expenditure
Earning Between	Spending Units	\$ Per Unit	(thou. dol.)		\$ Per Unit	(thou. dol.)	(thou. of dollars)
\$0 -2500	317928	12.50	3974	13235	11.50	152	1,403,712
\$2500 -3999	265690	19.00	5048	10426	18.00	188	1,283,325
\$4000 -6999	206857	24.00	4965	14435	24.00	346	1,777,832
\$7000 -9999	66402	29.50	1959	4504	30.50	137	603,123
\$10000 over	67270	27.50	1850	2157	31.00	67	382,938
Total							
All Units	924147	19.25	17796	44757	19.89	890	5,450,930
							112,832

BY DR. JAY M. GOULD • Research Director, Sales Management

Suppose you are a manufacturer of soft drinks and want to discover the potential demand for your product in say, New York County (borough of Manhattan) and Dutchess County. You will have by Spring, Bureau of Labor Statistics expenditure data on soft drinks, by income groups, for three types of areas in this region for the year 1950. Technical adjustments can be made to update these expenditures to 1954. Within each region, you can assign each county to one of four categories: metropolitan, suburban, nonmetropolitan but with small city, and all other. For each type of area in this region, we would develop from BLS data information as follows:

In the above table, data on number of spending units falling in each income group are adapted from material published annually in the May 10 SALES MANAGEMENT Survey of Buying Power, while the figures on expenditure per unit are reasonable approximations taken from the

forthcoming BLS data, updated to the year 1954. Total expenditures in each county represent the product of the average expenditure per spending unit and the number of units in each income group. County totals add to state totals, which in turn will add to national totals, allowing for adjustment controls on both state and national levels. Calculations for every county in the nation can be performed quickly with the use of punch cards so that county potentials can be compared with sales.

To get copies of the forthcoming Consumer Expenditure tabulations, which will be available at nominal cost sometime in the Spring, write to Professor Irwin Friend at the Wharton School of Finance and Commerce, University of Pennsylvania, Philadelphia. For information on punch cards containing county distribution data, write to Market Statistics Inc., 432 Fourth Avenue, New York 16, New York.



# Dealers' Choice

## BSN Ranks First in Serving the \$10 Billion Lumber and Building Material Dealer Market

Still another unbiased, independent, reader-preference study proves dealers rate BSN first by far! Conducted by an accredited independent national research organization, one more reader survey confirms what all previous studies have shown—that BUILDING SUPPLY NEWS is the first choice, by a big margin, among the Nation's lumber and building material dealers.



One look through the pages of any issue indicates clearly *why* BSN is preferred by dealers, wholesalers . . . and advertisers. You'll see that every page is edited for the building industry's *best dealers*—the top quality merchants who do 88.2% of the total annual retail volume.

When you add top readership and conclusive reader preference to the largest dealer buying power—you know why BSN is the recognized *top advertising medium* for reaching dealers and wholesalers who dominate the 10 billion dollar lumber and building material market.

**1<sup>st</sup>** BSN carries the largest advertising volume . . . BSN shows the largest advertising gains . . . BSN reaches the greatest dealer buying power . . . BSN has the lowest advertising rate.

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ilies with incomes of \$4,000 to \$5,000 spent \$47.74. The \$10,000-a-year income group layed out \$13.81 for cameras, films and equipment, but the \$4,000 to \$5,000 group invested \$13.80. The \$10,000 family with purchases of \$53.21 far out-spent the \$4,000 to \$5,000 group's \$35.31.

These New York City figures are samples of the figures to be issued by mid-summer on purchases of 1,500 items by families in 91 cities in the United States. Figures are drawn from large cities, from suburbs of large cities and from small cities. Sampling errors are small enough so

that marketing men can derive valid expenditure data within each income group.

For five years these data have been resting in Government files in Washington, locked up on some 90 million punch cards which resulted from the 1950 Consumer Expenditure Survey of the Bureau of Labor Statistics. This survey, the most extensive ever undertaken, had been authorized by the Congress to establish new weights for the so-called Bureau of Labor Statistics Cost of Living Index, whose technical deficiencies had for many years been controversial.

As a by-product of this revision of the Cost of Living Index, the Bureau of Labor Statistics collected the huge store of information on what the typical American consumer family spends on each and every item in the family budget. The investigation was so detailed that there are figures on razor blades, wines, linoleums, handbags, and so on through 1,500 consumer items.

The figures lay untouched because the Congress failed to appropriate money to process them. Along came the Ford Foundation's \$500,000 grant for processing, which is now being done under Dr. Irwin Friend of the Wharton School, University of Pennsylvania.

The survey—too costly for any private organization to finance—covered interviews with 12,500 families. An average of eight hours was devoted to compiling the purchases in each family. The final tabulation will cover 8,000 pages, requiring 18 volumes.

The use to which marketing men can put these data was described by Dr. Jay M. Gould, research director of *Sales Management*, in an address December 28 at the joint meetings of the American Statistical Association, American Economic Association and the American Marketing Association in New York's Hotel Biltmore.

#### Excellent Tie-in Data

Dr. Gould points out that these tables will offer a wonderful opportunity to tie-in with data on income distribution available by counties as a result of the 1950 Census of Income.

These income distributions, when adjusted for unreported income, (as is done in the *SALES MANAGEMENT Survey of Buying Power* which up-dates the county by county income distribution each year) can be applied to the BLS data very simply. Within each city group and within each of say, five, income classes, the BLS expenditure ratios for hundreds of separate budget items can be multiplied by the number of families falling into that group, to yield for every county in the group "potential" consumption expenditures within each income class for each product. With the aid of punch cards, these operations can be performed mechanically and quickly.

Cross-totalling the expenditures for all income classes will yield county totals that will represent a significant step toward building up the meager knowledge which marketing men have of commodity-line distribution.

This problem is becoming increasingly troublesome as the Census classi-



### When in Doubt, Watch the Other Fellow

A whole classroom full of expectant fathers watch carefully and then learn by practice in a special course given by the Worcester Society for District Nursing.

Food manufacturers watching consumer market trends soon learn,

much to the benefit of their sales, that the Worcester grocery market continues to grow. The half million people in the Worcester Market, now 28th in the nation, spend \$175,676,000 in food stores.

Metropolitan **28<sup>th</sup>** in the  
WORCESTER County in Food Sales

Circulation:

Daily, 156,818; Sunday, 104,429.

**the WORCESTER  
TELEGRAM  
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fication of retail sales by type of outlet become progressively less meaningful. When, for example, soap is sold in food stores, drug stores and all types of general merchandise outlets, it is difficult to evaluate actual sales within regions without the aid of a potential based on a theoretical consumer demand for the product. Since income is the most important single determinant of demand, the application of the BLS data to income distributions will be a fruitful approach, but not the only one, since the full range of family expenditure data will also be classified by city group and age of household head and family size.

From the grand total of 1,500 budget items on which family expenditure data will be available, here is a selected group of more than 100.

#### Which of These Products are Yours?

Here is a partial list of the categories of the 1,500 consumer budget items for which detailed tabulations of expenditures will be available by region, income class and other significant factors.

#### FOOD & BEVERAGES

Ice cream  
Butter  
Cheese  
Prepared flour mixes  
Ready-to-eat breakfast cereals  
Macaroni, spaghetti, noodles, etc.  
Bread  
Canned meats  
Margarine  
Candy  
Frozen fruits and juices  
Frozen vegetables  
Canned fruits  
Canned fruit juices  
Canned vegetables  
Baked beans  
Tomato juice  
Canned soups  
Baby foods  
Coffee  
Tea in bags  
Tea leaves  
Carbonated drinks and other non-alcoholic beverages  
Meals away from home  
Alcoholic drinks, beer, liquor, wine in restaurants and bars, etc.

#### HOUSING

Fuel  
Light  
Refrigeration  
Water  
Household operation  
Rent

#### HOUSEFURNISHINGS & EQUIPMENT

Household textiles  
Finished furniture  
Floor coverings  
Woolen rugs & carpets  
Cotton or fiber rugs  
Linoleum  
Kitchen, cleaning, laundry equipment  
Refrigerators (mechanical)  
Small electrical equipment  
Laundry equipment  
Miscellaneous (Housefurnishings & equipment)  
China, glass, silverware, wooden & plastic ware

#### CLOTHING

Womens' and Girls' Clothing  
Outerwear  
Heavy wool coats, with fur  
Heavy wool coats, without fur  
Lightweight wool coats; other coats  
Fur coats  
Sweaters: wool, nylon, other  
Suits: wool, rayon, other

Street or school dresses; wool  
Street or school dresses; cotton, rayon, other; cotton house-dresses  
Dresses for formal or semi-formal wear  
Skirts  
Blouses and shirts: rayon, cotton, other  
Underwear and nightwear  
Slips and petticoats; nylon, other  
Corsets, foundations, girdles; nylon, rayon, other  
Brassieres  
Nightgowns: rayon, nylon, other; pajamas  
Robes, housecoats, negligees and footwear  
Hosiery  
Footwear  
Shoes; oxfords and ties, pumps, sandals, straps  
Hats, gloves and accessories  
Hats; felt, straw, other  
Leather gloves  
Other gloves and mittens

Handbags, purses  
Men's and Boys' Clothing  
Outerwear  
Overcoats; full length, finger tip  
Topcoats  
3-piece wool suits; with extra trousers, no extra trousers; heavy wool suits, 2-piece  
Work and playclothes  
Shirts  
Underwear and nightwear  
Hosiery and footwear  
Hosiery  
Footwear  
Street or business shoes  
Hats, gloves and accessories  
Hats; felt, straw, other  
Children's, under 2 years, clothing  
Clothing materials and services

#### MISCELLANEOUS EXPENDITURES

Gifts and contributions  
For insurance

The End

more  
sales!  
less  
cost!  
with  
company made  
films

What is a COMPANY-MADE film?  
It's a Business Motion Picture produced in entirety by the organization for which it is intended . . . a "DO-IT-YOURSELF" method of getting dynamic sales aids at low cost. Hundreds of industrial firms, big and small, are using this inexpensive way to the smashing impact of screen selling. YOU CAN TOO.

Send for our booklet telling you how.  
There will be no high-pressure follow up. Address request to our Customer Relations Service.

**TELEFILM**  
INCORPORATED

6039 HOLLYWOOD BLVD., HOLLYWOOD 28, CALIFORNIA  
A LEADING 16mm MOTION PICTURE TECHNICAL SERVICE SINCE 1938

## LETTER FROM MOSCOW

# No Sex Appeal in Russian Ads

Mr. John H. Caldwell  
Managing Editor  
Sales Management  
386 Fourth Avenue  
New York 16, N. Y.

Dear Mr. Caldwell:

I said I'd try to give you some observations on advertising in the Soviet Union. I'm afraid the best I'm going to be able to do for you is give you a few surface impressions. For example, my Russian-speaking assistant, Bob Tucker, and I took note of every billboard on a drive from our hotel, on Red Square in Moscow, to the airport 40 minutes away, and from the airport in Kiev to our hotel there, with Bob translating.

The observation of these billboards gives one the definite impression that the Russians are beginning to go in for advertising of products. I'm told that Anastas Mikoyan, the member of the Soviet Presidium who is responsible for trade, is said to be greatly interested in the potential application of advertising to the Soviet economic system.

About half the Soviet billboards are political, and about half are devoted to promoting goods and services.

One of the first boards we saw promoted the sale of soy beans in cans. I presume that the Russians have found, as we have, that it is easy to grow soy beans in many areas that might not be productive for other crops; the government, which operates all the businesses in Russia, then has the job of persuading the people to switch over to this new food, and to pick up the surpluses that are resulting from the new crop. If it can sell the surplus it has, then it will step up its production still further.

We saw several advertisements for the syrups from which fruit drinks are made. These drinks are very popular in Russia, even more popular than our soft drinks in the United States. At our hotel in Moscow, the National, which has a reputation somewhat like the Ritz in Paris, or Claridge's in London, or the St. Regis in New York, they serve you, in the bottle at breakfast and lunch, with a drink that somewhat resembles apple cider and another of cherry flavor.

The poster my 13-year-old son, John, who is

with us in Moscow but wasn't along on the drive, would have liked best depicted a seal balancing a dish of ice cream, with three flavors.

The savings banks seem to be going in for advertising strongly. One bank billboard in Moscow we noticed was straight out of the American advertising tradition. This showed a young man standing next to a shiny new automobile. The caption read, "I saved my money and bought a car." Other bank billboards in Moscow also stressed the theme of the benefit to the individual: "Use savings banks — convenient, safe, profitable." But the biggest billboard we saw in Kiev, on the side of a building, was keyed to the patriotic motive. In the background of the poster was a great golden field, ripe with grain, and a factory; in the foreground were shirts, hams, and other consumer goods, all of them overshadowed by the bankbook at the bottom of which was the hammer and sickle. The text was in the form of a little poem, "Put your free funds into savings banks — they will serve for the good of the people."

Another poster we saw urged loyal citizens to take out life insurance. This was keyed to the theme of a happy family. We saw a poster advertising vitamins. Another boosted the breeding of livestock. And there were several opulent posters promoting a big harvest.

The political posters were quite striking. One featured a very handsome man, with a triumphant look on his face, holding a great red banner and pushing it forward; this was labelled "Glory to the Soviet fatherland." In another poster, another handsome fellow, with his arm upflung in a triumphant gesture, carried the slogan: "The forces of war must retreat." When I looked at him I agreed.

Now that I think of it, one of the most striking differences between American and Soviet billboards is that the Soviet poster artists prefer to use men in their posters, rather than women or girls. This would seem to run counter to the statistic that meant so much to many of us in our youth: "86% of all American goods are bought by women." The women don't rate much in the USSR, except as workers.

Very sincerely yours,

WILLIAM BENTON  
Publisher and Chairman  
Encyclopaedia Britannica

Benton was founding partner of Benton & Bowles, Inc. Since retirement in 1946 (at age 36), he has served as Assistant Secretary of State, and was appointed U. S. Senator from Connecticut in December 1949 and elected in 1950 for remainder of term ending in 1952. On his U. S. S. R. tour Benton talked with all the top Russian leaders.



big hello !

It's great to be Outdoors where people are *alive*  
...on the move...busy and buying.

*Naturally* things begin to happen.

Small wonder that sales  
of VANITY FAIR paper products have been  
constantly growing  
ever since they first appeared Outdoors.

ASK YOUR ADVERTISING AGENCY ABOUT OUTDOOR ADVERTISING



*outdoor advertising reaches the most people—most often—at lowest cost*

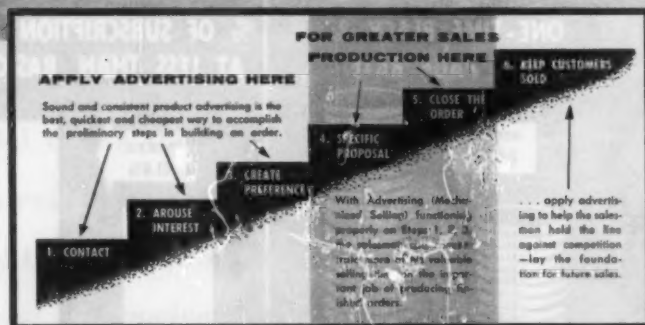
**THE STANDARD GROUP OF OUTDOOR ADVERTISING COMPANIES**

444 MADISON AVENUE, NEW YORK 22

**YOUR ADVERTISING** in McGraw-Hill business publications is your introduction to, and continuous contact with, the men who initiate, specify or approve the purchase of products for industry. It is your salesmen's "assistant" . . . a high-speed, low-cost sales tool that ferrets out, contacts and conditions prospects.

By functioning on these preliminary steps to a sale, business publication advertising . . . at pennies per call . . . multiplies your salesmen's "calling power." It enables them to concentrate their valuable time and talent on the important job of making the proposal and closing the sale, a job which they . . . and they alone . . . can best handle.

**HERE'S HOW  
McGRAW-HILL  
BUSINESS  
PUBLICATIONS  
CAN HELP SAVE  
YOUR SALESMEN'S  
TIME...AND YOUR  
SALES DOLLARS**



**McGRAW-HILL**  
PUBLISHING COMPANY, INC.

330 WEST 42ND STREET, NEW YORK 36, N. Y.

MORE THAN A MILLION MEN IN BUSINESS AND INDUSTRY  
PAY TO READ McGRAW-HILL BUSINESS PUBLICATIONS



# PROBABLE POPULATION GAINS...1954-1960



Figures in parentheses show population in millions, 1954. The other state figure is an index of population growth, 1960 over 1954.

PICTOGRAPH BY  
**Sales Management**  
Designed by BILL HAMMOTH, INC.

Source: Dun & Bradstreet, Inc., New York, N. Y.

PROBABLE POPULATION GAINS, 1954-1960 1-15-56

Between 1954 and 1960 population will continue to increase at a rate averaging around 2% annually, but the movement away from the North and East to the sunnier climes will be at a decelerated pace as compared with the war and early post-war years. By 1960, no state will show an actual loss since 1954, but 10 will remain virtually stationary; 7 will show gains of 16% or more.



**Back again...after a few**

**"Lever Brothers Company is very pleased to make possible the return to radio of the 'Aunt Jenny' daytime stories. For 18 years Lever Brothers brought these stories daily to millions of American housewives and now, after a brief absence, 'Aunt Jenny' again will be a popular daytime feature on the full CBS Radio Network. In purchasing full network facilities for the return of the 'Aunt Jenny' programs, we recognize the solid job that daytime network radio has done for many years. And with its new values, daytime network radio offers recognized advantages in large audiences reached at low cost-per-thousand to the advertiser."**



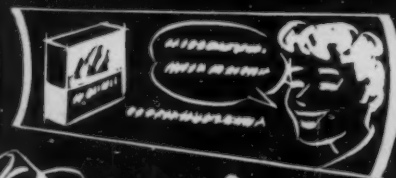
## words from the sponsor

*On January 3rd, the "Aunt Jenny" series returned to the nation's number one radio network where it joined all ten of the top ten daytime programs. Featuring stars of the stage and screen as well as the most accomplished performers in radio, the programs are heard from 2:45 to 3:00 pm EST, Monday through Friday on the full* **CBS RADIO NETWORK**

# THE CASE FOR TRANSIT ADS

Wrigley's chewing gum and Alka-Seltzer have long devoted a sizable portion of their ad budgets to advertising in public transportation. But some companies whose products might sell well with car cards have apparently — and perhaps unwisely — ignored the medium.

A principal virtue of transit advertising — and a desired characteristic in any advertising — is its exposure to prospects. This study of ridership, and possible readership, was made in nine Western cities. All figures represent only adults 15 years of age or older.



## WHO ARE THE RIDERS?



## HOW OFTEN DO THEY RIDE?



## HOW LONG DO THEY RIDE?

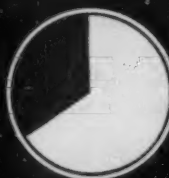


## % IN EACH AGE GROUP WHO ARE TRANSIT RIDERS



## HOW MUCH EXPOSURE TO YOUR AD?

Theoretically . . . if your transit ad were in every car, the average rider would be exposed to it . . .



8 HOURS IN EVERY  
30 DAYS.

Source: California Transit Advertising, Inc., Los Angeles, Cal.

PICTOGRAPH BY  
*Sales Management*  
Designed by HILL-DAMKOTH, INC.



# ***Family Growth Means Family Sales***

There's new sales potential each time a young family adds a new member. Naturally, the great majority of babies are born to young families. It's these young families who buy furnishings for their new homes, as well as clothes and great quantities of food. Modern Romances is a magazine widely read by young families, because it is a magazine edited especially for their reading habits, and containing a special service section tailored as a helpful shopping guide for their family needs. See the figures below on editorial devoted to baby care and training. They show that Modern Romances is the leader among *all* magazines studied by the independent Lloyd Hall Research Service. When you advertise your products in the magazine that's designed for, and read by, young families, you'll sell more to young families, and you'll sell to them longer.

## **EDITORIAL DEVOTED TO BABY CARE AND TRAINING**

*January - November 1955*

<i>Magazine</i>	<i>Lines</i>	<i>Pages</i>
1. Modern Romances	17,230	40.2
2. Parents'	16,967	39.6
3. Ladies' Home Journal	10,085	14.8
4. Everywoman's	7,522	17.5

*Source: Lloyd Hall*

ADGRAPH BY

## **MODERN ROMANCES**

*America's Youngest Married Woman Audience*

**DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N.Y.**

# CORPORATE SALES VOLUMES— AND HOW THEY'RE DIVIDED

A quick look at the sales breakdowns of a few multi-product and multi-service companies. The information is taken from annual reports and other company sources.

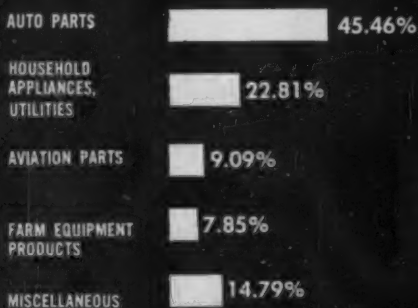
## THE GILLETTE CO.

1954 sales volume — \$162.19 million



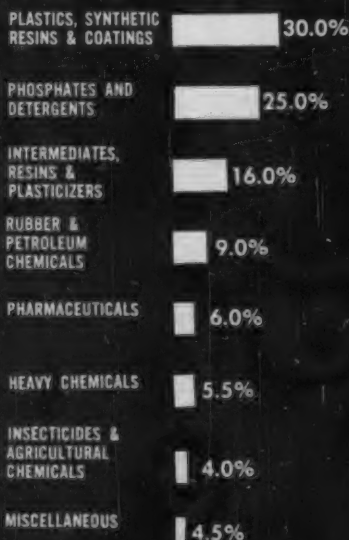
## BORG-WARNER CORP.

1954 sales volume — \$380.3 million



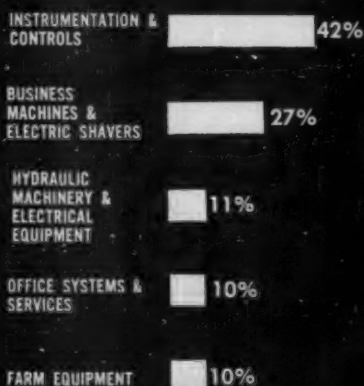
## MONSANTO CHEMICAL CO.

1954 sales volume — \$341.8 million



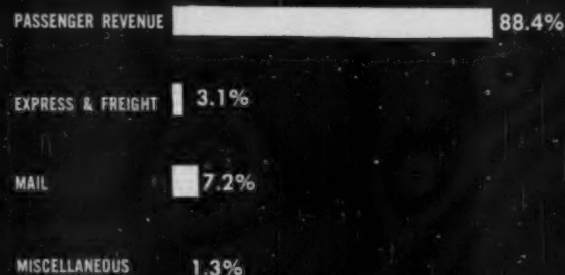
## SPERRY RAND CORP.

1954 sales volume — \$696.2 million



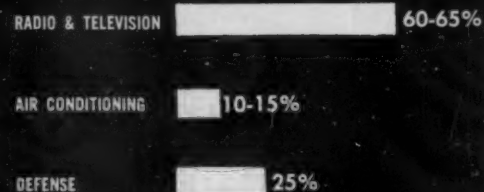
## AMERICAN AIRLINES, INC.

1954 operating revenue — \$214.8 million



## EMERSON RADIO & PHONOGRAPH CO.

1954 sales volume — \$80.56 million



CORPORATE SALES VOLUMES—AND HOW THEY'RE DIVIDED 1-15-56

PICTOGRAPH BY  
*Sales Management*  
Designed by HILL-DAMROTH, INC.

## EXECUTIVE SHIFTS IN THE SALES WORLD

### **Allegheny Ludlum Steel Corp....**

William B. Pierce to v-p, sales.

### **American Gilsonite Co....**

Arthur S. Klopf to manager, marketing.

### **American Home Products Corp....**

William B. Dean to director of sales, Ives-Cameron Co., a division.

### **American Motors Corp....**

John W. Raisbeck to v-p, sales, Nash Motors Division.

### **Bridgeport Brass Co....**

Irving M. Malsch to general sales manager.

### **Cornell-Dubilier Electric Corp....**

William C. Otto to industrial sales manager, Indianapolis Division.

### **Crown Cork & Seal Co....**

John H. Scherer to manager, sales, Can Division.

### **Eaton Metal Products Corp....**

Murray McBride to general sales manager.

### **Fansteel Metallurgical Corp....**

Joseph V. DiMasi to advertising manager.

### **G. R. Kinney Co., Inc....**

Donald H. Goodyear to general manager, manufacturing.

### **L. O. F. Glass Fibers Co....**

Don W. Lyon to general sales manager, Textile Division.

### **James Lees & Sons Co....**

Frederick C. John to advertising manager.

### **St. Regis Paper Co....**

Frederick C. Stakel to advertising manager.

### **Scott Paper Co....**

J. George Breitling to industrial sales manager.

### **Sperry Rand Corp....**

Norman L. Winter to general sales manager, Sperry Gyroscope Co., a division.

## KEEP YOUR SALES CURVE UP IN 1956

By scheduling your  
newspaper advertising  
in the

## TROY N. Y. MARKET

### CONSUMERS:

City Zone: 125,600

Total Market: 211,148

Completely reached by only

## THE RECORD NEWSPAPERS

Rate: 20c

City Zone Coverage: 99%

Circulation: 47,582

# Leadership: The Priceless Ingredient In Corporate Vitality

Just what is sound management? One of America's most distinguished leaders defines it, then examines the talents, attitudes and personality qualities that make a successful executive.

He finds that effective business teamwork is sparked and maintained by men who are characterized by these abilities:

1. They know how to think.
2. They have the skill to analyze and synthesize.
3. They know how to establish a climate of sympathetic understanding among their associates.
4. They have the capacity to spot and develop potential executive talent among the younger men who are coming up.

**BY H. W. PRENTIS, JR.** • *Chairman of the Board, Armstrong Cork Co.*

The progress of this nation in terms of its material wealth is at the rate of about three percent per year.

To the impatient—and most of us are in that category—this sounds like a painfully slow rate, and we strive to better it. We lay plans, map out programs, and dedicate ourselves to the task of doing even better. The result, of course, is that we do do better. We discover new methods, new ideas, new materials to work with.

All of this invention and innovation may cause us to want to reject past experience entirely, and in some respects that's exactly what we should do. However, this offers an inherent danger, for in our hurry to innovate, there is always the risk of discarding certain sound principles — principles that previous generations painfully, through trial and error, have established. Nowhere is this more true than in the field of business management, for efficient management is founded on principles and is constantly dealing with principles: creating them to guide the business, explaining them to an organization that will carry them out, and then making certain that in the execution they are being understood and adhered to.

Most of these principles remain constant as pivotal points around which the whole business advances from decade to decade, from one generation to the next. In other words, there are certain principles of management that are constant regardless of the material changes that take place in our society and government. And it is those principles that make a good business executive and that undergird his operating methods that I am going to discuss. For the extent of our progress, I believe, will be measured by our ability to apply those basic principles with ever-increasing effectiveness.

Let us begin, like Socrates, by defining our terms. What is management? If you were to ask 50 business executives to tell you what management is, I am sure you would receive 50 different answers. The proprietor of a store with a few clerks has a simpler conception of management than the chief executive of a corporation employing 20,000

people. But, essentially, the management function is the same in either case.

One of the nation's leading business writers describes it as follows: "Management is getting other people to do something. Management is getting things done through others. Management is not doing it yourself. Management is not the direction of things; it is the development of people."

In general, I think we can all agree with this definition, though I am mindful of the old Chinese proverb which says, "Knowledge, like water, takes the form of the vessel into which it is poured" — and each one of you will have your own conception and your own interpretation of what constitutes management.

In any case, management, we will all agree, involves two distinct phases: planning and control.

Planning is actually the formation of policies. It includes three cardinal points: (1) determining the objectives to be reached; (2) outlining the procedure to attain these goals; (3) assigning the responsibility for carrying out the various steps involved in implementing the adopted program.

The famous French General of World War I, Marshal Foch, is reputed to have said, "In whatever situation you find yourself, determine first what is your objective." That question, it seems to me, should be asked in facing any business problem. Whether it be the opening of a new sales territory, the production of a new product, or whatever the project, management should ask itself, "What are we really after here?" Is it something temporary? Will it have a permanent advantage for the business? Is the probable result worth the risk of the investment required? These questions must be answered. Only when the objective can be seen clearly, and only when it is convincingly established that the attainment is worth the effort involved, should the decision be made to go ahead.



The next question is how to get there. In this second phase of planning, each step should be carefully laid out in succession with a definite date set for the completion of each of the various stages of the program.

Assigning the responsibility for carrying out the various steps in the procedure represents the third element of effective planning. Many excellent plans have failed because that third step was not carried out and the final outcome resulted in nothing more than what we commonly call, "Passing the buck." Good management must not only define tasks clearly, but also imbue all members of the organization with an over-all sense of stewardship for the company's best interests. Then, if there is any question as to who is to handle a certain job, both persons will be interested enough to discuss it between themselves or with their supervisors in order to define responsibility still further; but under no circumstances will they walk away and do nothing about it.

Assigning responsibility must carry with it commensurate authority for action. On this point, I remember that years ago when as first vice-president of my company I was working closely with John J. Evans, who was then president. Mr. Evans was kind enough to delegate a great deal of authority and responsibility to me. I was anxious to have the benefit of his counsel and advice and, in addition, I wanted to treat him the way I'd like to be treated if our positions were reversed. Both he and I wanted to work together in close coordination. So we developed a working arrangement between him as the chief executive officer and me as his immediate assistant, which served us both well. It defined three categories of authority for me:

The first group covered questions where policies were clearly established and where I could make a decision without consulting him at all.

The second category of authority concerned matters on which I knew well enough what his views were so that I could take action myself, but which were important enough for me to keep him fully informed as to what actions were taken.

The third category included matters which he and I had not discussed and on which I had no idea what his views would be. Here it was necessary for me to stop, look and listen. In such cases it was up to me to study the question and make a recommendation to Mr. Evans for his decision. Then when a policy on it was established, and if the same question came up again, it could be handled in category one or two, as the case might be.

I commend that simple little plan of three categories as a means of promoting a smooth working relationship between an executive and his assistants.

The second element in management is control. Control includes two factors: organization structure and supervision.

By organization structure I mean the method used by an executive to enable people to work more productively in groups than alone. In effective group action, each member has his particular task assigned to him, and the combined performance of all members produces the over-all accomplishment. Good managers analyze the whole job from every angle, and then break it down into separate components, to each of which they assign a member of the group.

In the development of a clear-cut, effective organization, seven cardinal principles must be observed, the first three of which I have mentioned. They are:

1. Delegate responsibility as widely as possible.
2. Confer appropriate authority on those to whom the responsibility is delegated.
3. Define responsibility and authority for each of the positions involved.

The remaining are:

4. Group the activities, which one individual is to supervise, in a way that is most natural and logical.
5. Make certain that adequate supervision is arranged for all essential activities.
6. Limit the number of persons reporting directly to one executive—the ideal is about seven.
7. Coordinate all related activities.

Supervision, the second element in control, is the effective direction of employees along organizational lines. Through supervision we can see to it that the organization structure really functions. But in making the organization machine work properly, we come to the question of the human being. The success of any piece of work rests, in the last analysis, on some individual. So it is vital to have the right kind of men filling the key roles in your organization structure. If you do, all things will go smoothly. If you don't, anything can happen—and probably will.

Someone said years ago, "A man without vision requires supervision." The problem of management is to develop men of vision so that the amount of supervision they need on their jobs is reduced to a minimum. In any organization there is always a place for the hewers of wood and drawers of water. Some individuals find greater happiness in being able to lean on other people than in reaching decisions or making creative efforts themselves. Such persons do not want to use their imaginations. They are

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### Henning Webb Prentis, Jr.

... has been with Armstrong Cork Company nearly half a century. Under his 16-year leadership as President the company's annual sales rose from \$22,593,108 to \$163,323,948. In 1950 he became Chairman of the Board.

Mr. Prentis' interests run the gamut of business,

finance, civic and government. Among them: past President and Chairman of the Board of the National Association of Manufacturers (now a Director and Honorary Vice-President for life); in 1954 chairman of a Hoover Commission's task force on foreign economic aid; a Director of the U. S. Chamber of Commerce.

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**"Sir Joshua Reynolds once said: 'Men will go to any length to avoid the painful necessity of thinking.' The man who knows 'how' will always have a job; the man who knows 'why' is boss. The executive must know 'why,' and to know 'why' he must . . . think."**

---

not disposed to attempt to be creative or original in any way. There are some people who simply do not like to use their minds; others who do. Both types have a useful function in any business organization. But in the sphere of management, creative imagination is in constant demand. And that brings me to the question:

What are the qualities a good executive should possess?

First of all, a good executive must know how to think, and he must be *willing* to think. Thinking, you know, is the hardest kind of work. Sir Joshua Reynolds once said: "Men will go to any length to avoid the painful necessity of thinking." The man who knows "how" will always have a job; the man who knows "why" is his boss. The executive must know "why," and to know "why" he must be able to think.

There are four kinds of thinking. The first is what the psychologists call reverie, or daydreaming. We just sit and roll ideas around in our minds. We think about the vacation we had last year, the fish we are going to catch next summer, the smart thing the youngster said yesterday. We let our minds meander along on any idle thought that occurs to us. We just daydream. We all do that; we can't avoid a certain amount of it; but after all it is a pretty low level of thinking.

Then there is a second order of thinking of higher nature: "Decision thinking" they call it.

Somebody says to you, "Will you go down town tonight to have dinner with me?" and you have to disturb yourself no matter how lazy you are to say "yes" or "no." Yet I have seen so many people—and so have you—who can't even make up their minds quickly about even simple questions.

Now, if we are going anywhere in this world, it seems to me we have got to be able to make up our minds. I don't mean to make hasty reckless decisions—but we must be willing to get our facts quickly, go out on the springboard over the pool of the future as far as the facts will take us, and then be willing to take a dive, even if we may not know exactly how deep the water is. A man who is afraid to make a decision with fair promptness after he has the facts will never amount to very much in business. You are bound to make a certain number of mistakes. You can't be right all the time, and it is much better to make a mistake quickly if you have to make it,

and get it over with, than it is to hem and haw around and be unable to reach a reasonably prompt decision.

There is a third, a much higher type of thinking, called deliberative thinking, or rationalization. Suppose somebody asks you, "Why are you a Republican?" "Why do you attend church?" "Do you believe in higher education?"

What happens to the average man who is asked such questions? He immediately begins to marshal every fact he can on the pro or con side of the particular problem involved. And it is a very valuable thing to do, but as somebody has said, "You want to watch out, because so frequently, deliberative thinking really amounts merely to rearranging one's preconceived prejudices."

I often quiz myself. I'll take some question that maybe my reading has suggested. And I will say, "Now, Prentis, what do you really think about this? What do you believe about it?" And you know, when you stop to analyze the question, it often points to some ideas you have firmly embedded in your make-up. But when you try to find out where you got them or why you hold such deep convictions, you will frequently be surprised at how tenuous the grounds are on which your opinion is based. Maybe it is something you read years ago, something a teacher told you, your mother told you, your father told you, or you may just have picked it up from some source you have long since forgotten. So, on careful analysis, you may find that there is very little solid ground for the opinion that you have so fervently held for so many years. Or, on the other hand, you may find that you have very sound grounds for it.

I know of nothing that will help to develop a man's mind more or be more productive in enabling one to do a good job mentally than to do some real careful deliberative thinking. It is something you can carry on at any hour of the day or night. You don't need books and you don't need a pencil and paper, and you don't need any company to do it—except yourself. Deliberative thinking is trying to analyze and catalog and codify. It is one of the most valuable exercises that I know of in clarifying one's mind and developing the ability to think.

Finally, of course, there is the highest type of thinking—creative thinking. Creative thinking is the one factor that accounts for all the progress the human race has ever made. Without creative thinking, we would still be

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**"Creating . . . a climate of sympathetic understanding among one's associates that will give you a chance to put your ideas into effect . . . is the very essence of leadership and no one who is not a leader can ever be a good executive."**

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*Here's Toledo*

home of **WSPD**

where client service is a reality...

Based on their knowledge of station activity, 62 leading advertisers, 102 top agency executives, and leading film distributors and film producers, rated WSPD in the top ten stations, in the recent BILLBOARD MAGAZINE's 17th annual promotion competition.

● Best job of audience promotion for TV film programs (markets 200,000-500,000—6th in nation)

● Best job of sales promotion for TV film programs (markets 200,000-500,000—7th in nation)

Your advertising campaign is assured of this same fine support on WSPD radio and television, for 34 years the voice of Northwestern Ohio.

**WSPD**

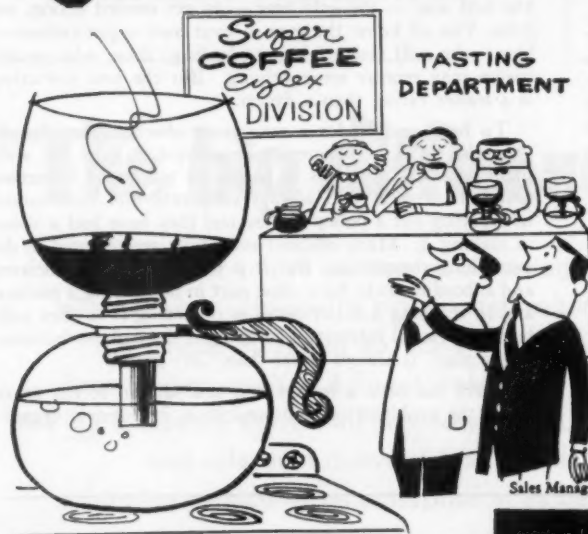
**RADIO  
TELEVISION  
TOLEDO, OHIO**

Represented Nationally  
by KATZ

Storer Broadcasting Company

TOM HARKER, NAT. SALES DIR., 118 E. 57th STREET, NEW YORK

**"This is the size we sell in the Growing Greensboro Market!"**



PERCOLATOR, POT, OR POWDERED — good coffee has to be strong, and hot... like sales in the growing Greensboro Market!... Here is a prospering major market where 1/6 of North Carolina's 4-million people make 1/5 of the state's \$3-billion retail sales annually; where the market accounts for 1/5 of North Carolina's 1954-over-1948 sales gain, and over 1/4 of the state's \$1-billion gain in effective buying income from 1948 to 1954!... Better schedule the Growing Greensboro Market — where sales come easier when you use the 105,000 daily salesmen of the GREENSBORO NEWS and RECORD...

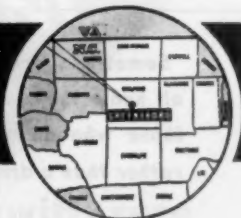
Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Sales Management Figures

Write for our 1955 brochure containing sales data for 13 retail classifications in all 233 metropolitan county areas in U. S. . . . Free, when requested on your company letterhead. Address: Advertising Research Dept., GREENSBORO NEWS & RECORD, Greensboro, N. C.

**Greensboro  
News and Record**

GREENSBORO, NORTH CAROLINA  
Represented by Jann & Kelley, Inc.





savages, wearing skins in our cave dwellings.

You may say, "I can't do creative thinking." Well, you are all wrong about that. You do a certain amount of creative thinking every day. My own experience has been that when something is thrown at me, some problem, that seems insoluble, or when I am called on to talk on some subject I don't know anything about, I begin to think about it and my mind is just a blank. It is just like a big dry sponge.

But I have found out that if I keep thinking about the matter long enough, sooner or later some ideas will develop. If you hold in your hand a big dry sponge and take a big heavy pitcher of water and have the will power and energy to hold that pitcher up and let the water drop, drop, drop, drop on the sponge, you know as well as I do that sooner or later that sponge will become saturated and a little trickle of water will drop down from the sponge to the floor.

Well, that is the way my mind works. If I have the mental determination and will power to think long enough about anything, to read and use any sources of information I can get, I will eventually saturate my mind with that particular subject, and some idea is bound to drip. The idea may not be very valuable, may not be very important, but at least you can force ideas out of your mind if you are willing to pay the price to do it. As a man thinks, so he is, and as old Descartes, who you remember was a great mathematician, said, "Cogito, ergo sum," the Latin for, "I think, therefore, I am." In other words, thinking is the preeminent characteristic of the human being—the attribute that distinguishes man from brute creation.

When we talk about creative thinking, we feel that a fellow must be a genius to do any creative thinking. That is not true. Genius is largely self-developed. I remember reading a biography of Alexander Hamilton, the man who had such a remarkable career in the early days of our country. He was of dubious ancestry, but he had a brilliant mind. He observed: "Men give me credit for some genius. All the genius I have lies in this: When I have a subject in hand, I study it profoundly. Day and night it is before me. I explore it in all its bearings. My mind becomes pervaded with it. Then the effort which I have made is what people are pleased to call the fruit of genius. It is instead the fruit of labor and thought."

In addition to the sheer capacity to think, a manager should have the ability to analyze and synthesize — the ability to "take apart" and "put together."

Analysis, I believe, is the first process in trying to solve any problem of management. By breaking a problem down into its component parts, and studying them individually, you will see them in proper perspective. You will discover what the strength or the weakness is. Then proceed to rearrange the parts so as to eliminate the points

of weakness and further strengthen the points that are already strong, and put them back together again — synthesize.

To analyze and synthesize is not always easy but here, as in most things, practice increases one's ability. It was interesting for me to watch myself develop to the point where I could tackle problems I could not possibly have handled a few years before. Unless a man tries constantly, he can't develop this capacity. In this business of taking things apart, there's hardly a week passes that something does not come up that seems just about insoluble, like a greased pole you cannot possibly climb. But, if you keep at it long enough — keep the problem constantly before you — gradually you can break it down into its component parts, which you can grasp, and solve.

Thinking, the power of analysis and synthesis are essential attributes, but they alone cannot characterize the good executive. There was a time in my life — a good many years ago — when I thought that all a good executive had to do was to think up good plans, and then to execute them. But I soon found through experience that there was another function — of equal or perhaps surpassing importance. And that is sedulously to create and maintain an atmosphere — a climate, if you will — of sympathetic understanding among one's associates that will give you a chance to put your ideas into effect. Creating this climate is the very essence of leadership and no one who is not a leader can ever be a good executive.

There are, of course, different ways of applying leadership. When I was a young man starting out in business, there was a great deal more driving and less leading than there is today. This shift in emphasis, I believe, has been one of the great advancements in management — the development of methods and techniques of leadership — learning how to inspire people to want to do the best that's in them instead of ordering them to do a specific task.

Yet there is no hard and fast rule to guide us here. Much depends on the individual. Sometimes driving is the best way — the only way — to get needed action, on time. You all know the men in your own organizations — those who will respond best to leading; those who on occasion may require some driving. But the best executive is a leader rather than a driver.

To be a real leader a man must observe what I call "the three C's of business management." First, he will make as many problems as possible a matter of Common Counsel. People will always cooperate and collaborate in carrying out a policy if they feel they have had a voice in making it. Many efficient executives are tempted to do everything themselves. But it is wiser to allow associates and subordinates to have some part in developing a project and in reaching a policy decision regarding it so they will have a personal interest in carrying it through to fruition. "Our plan" is always better than "My plan."

There has been a lot written and said in recent years about the problems of communication in business organi-

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***"Sometimes driving is the best way—the only way—to get needed action, on time. You all know the men in your own organizations—those who will respond best to leading; those who on occasion may require some driving. But the best executive is a leader rather than a driver."***

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*His slow-moving shipments drove Smedley to bed  
With chills and hot fever and pains in his head.*



*Now Smedley's the picture of vigor and vim—  
Swift **RAILWAY EXPRESS** makes deliveries for him!*

## The big difference is

Whether you're sending or receiving,  
whether your shipment is big or small, whether  
it's moving by rail or air, it pays to specify  
Railway Express. You'll find it makes  
the big difference in over-all economy, speed,  
and safe, sure delivery. It's the complete  
shipping service—free enterprise at its best.

### New Low Import-Export Rates!

Railway Express now offers inland shippers and receivers  
rate reductions on import-export shipments . . . through  
waybilling from point of origin to destination. Ask your  
Railway Express agent about this new international service.



**... safe, swift, sure**

---

**"Good management must not only define tasks clearly, but also imbue all members of the organization with an over-all sense of stewardship for the company's best interests."**

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zations. What possibly could do more to establish an understanding of the whole tone and shade of meaning of a proposed action than for subordinates to have had a part in its development at first hand?

Of course, this matter of Common Counsel, if carried too far, can develop into "doing business by committees" and a means of shouldering off responsibility that should be taken by the executive himself. The good manager will have the judgment to know when and how long to consult, and when to face the issue, make the decision, and go ahead.

The next "C" I like to refer to is, "Courteous Consideration." By that I do not mean mere politeness — like a pleasant "good morning" — but something that goes a lot deeper than that.

Let us say that toward the end of a trying day, as you are about to leave your office to meet your wife somewhere for dinner, a younger man comes to see you to tell you about an idea he has. It may well have taken a good deal of courage for him to broach his suggestion to you. Perhaps, after he's spoken two sentences, you know that his suggestion is impractical and of no value. But if you brush him off, you will have discouraged him and you may thereby stifle something that should be encouraged for the sake of the future. On the other hand, if you will take the time to listen to him, give him your undivided attention, and then say, "I'm grateful to you for coming in," you have assured him of your interest and your consideration and have encouraged him to go on trying to think constructively. That is what I mean by Courteous Consideration in business.

The next "C" is to Concede Credit. Nothing costs a man so little and nothing can provide more pleasure than to give the other fellow credit for something he has done well. It is all the more effective to do it publicly, if it is appropriate to do so. There is no way to lubricate the wheels of an organization like giving credit where credit is due. There may be days when no one seems to do anything well — when there seems to be nothing to praise — but I venture to say that most of the time, if you will look for it, you will find something, and someone, worthy of favorable comment. And it is a warming experience to see the other fellow's face light up in appreciation as you Concede Credit.

By the same token, when you find something that does not represent a man's best, you should call it to his attention. A good executive will always mingle praise with intelligent, constructive criticism and thus lead subordinates into areas of greater potential.

Finally, and perhaps most important of all in this question of leadership, is the fact that people, consciously or unconsciously, want to emulate to some degree those above them in authority and responsibility. To properly lead people, a good executive must be ever mindful of the fact that he lives in a glass house — that others watch him, note the subtleties in his manner and approach, and through them take their own cue for action and behavior. The good executive, then, will decide what manner of

man secures the best results for him and his organization and try to lead that life as an example for others to follow.

If hard work is what he expects, then he himself should be willing to put in the necessary extra hours. If he expects honesty and integrity, he should never compromise the truth to the slightest degree. If he expects patience, consideration and cooperation, these qualities he must strive to include in his own conduct and demeanor. If he expects his subordinates always to do the best that is in them, he himself must also have a passion for excellence — excellence for its own sake. If he believes as did Disraeli, the great Jewish prime minister, that "Constancy of purpose is the essence of success," then he must not vacillate from his announced goals and intentions.

But it is not enough for the younger members of the organization to acquire skill and character by emulation . . . by the slow process of absorption. Competent men aren't born that way. And they don't just acquire their skill. They are trained.

And this brings me to perhaps the most important characteristic of an executive, and perhaps the most important contribution that an executive can make to a business organization: The development and training of young men to carry on and expand what the executive himself and others have devoted a lifetime to establish.

Of the four elements composing any business — money, materials, machinery and men — none is so important as men. It is men who think, who guide, who act and who develop and who perpetuate a business.

A machine has a rated capacity beyond which it cannot possibly go, but a man — even one with limited abilities — can far outstrip his rated capacity with the proper help, training and inspiration. A building can store or house just so much and no more. A man, with the will to do so, never stops absorbing more and, unlike a building, he can pass on to others the contents of his mind without depreciating his own inventory. In fact, he can enhance it. Money is only the tool a man works with or the yardstick by which we measure his skill. In itself it contributes nothing, and is a lot easier to come by than a man with the skill to use it properly. These things the good executive knows, and because he does he will devote more of his time to the training, development and management of his men than he will to the care, the handling and the management of his machinery, his buildings and his money.

I have long held that all business is teaching . . . teaching people how to make goods is manufacturing . . . teaching others the benefits of a product is selling . . . teaching people the worthiness of a business is public relations . . . and teaching employees how to work together is management.

But perhaps, where our footsteps halt  
Will prove the starting point for other feet,  
Which, walking on with a more youthful zest,  
Shall make the journey we commenced complete;  
For since the world was, it has often been  
One points the way, another enters in.

(Mrs. Lou Singletary Bedford)

The End



## How big is **Big**?



### Bank of America . . .

is the country's largest US bank . . . with 1954 year end deposits of \$8.27 billion, 4.42% of US total deposits.\* But not even its vast deposits can convey the influence of this bank in hundreds of West Coast communities.

But figures are not always synonymous with big value. Consider **SUCCESSFUL FARMING** with only 1,300,000 circulation, reaches 42% of all US farms earning \$10,000 or more. Seven out of ten of its farm subscribers are in the 39% minority that gets 88% of the national farm income.

SF farmers work big farms, average 286 acres . . . own more than a third of all farm tractors, and almost half the grain combines, hay balers, milking machines. They are big producers . . . account for 53% of the corn harvested for grain, 57% of the hogs, 44% of the dairy products, 44% of the eggs . . . and average around \$10,000 in cash income.

Because **SUCCESSFUL FARMING** for fifty years, has helped the country's best farmers make more money, no other medium can match its influence. For more quality prospects, and to balance national schedules, you need **SUCCESSFUL FARMING**.

\*Sources: Bank of America, Value Line Investment Survey, May 16, 1955;  
US Total, Economic Indicators, Joint Committee of the Economic Report, Sept. 1955.

**MEREDITH PUBLISHING COMPANY**, Des Moines . . . with offices in New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, and Los Angeles.

# How to Get Field Salesmen To Talk Back to the Boss

It is not enough to ask salesmen to speak up, although it helps to give them a questionnaire. It is not enough to consider salesmen's suggestions. Standard Pressed finds the pay-off from salesmen-sponsored ideas it puts into action.

Standard Pressed Steel field salesmen are encouraged to talk back to the boss—and do! One result shows up this week.

Standard Pressed Steel Corp., Jenkintown, Pa., is introducing a new line of shop equipment. The new line consists of steel workbenches, in a variety of sizes and arrangements of storage space, designed especially to meet the need of vocational and manual-training classes in school shops.

"Too often communications between home office and field men become a series of messages to the field that yield no information in return," points out George A. Gade, vice-president in charge of sales. "We set out to make our lines of communications operate in both directions."

First step was to develop a questionnaire that went out to all representatives in advance of the annual sales meeting — a questionnaire designed to encourage salesmen to talk back to the boss.

"The questionnaire stimulates salesmen to think about company-wide problems and those in his own territory," explains Gade. "It assures that the salesman will arrive at the meeting with plenty to talk about."

## Challenge to Meet

At SPS, salesmen have to meet the challenge of working for an expanding company in an expanding industry in an expanding economy. The pre-meeting questionnaire is part of the company's program to help salesmen — as well as the home office — keep up with a dynamic business climate.

"Increasing complexity of business and rapid expansion of our nation's economy," says Gade, "have placed more and more responsibility on the salesman."

"The salesman has to make more and more decisions in the field without waiting for guidance from the

home office. Already isolated in his territory by distance and conditions peculiar to his own customers, he has been further isolated by the increasing rush of business activity.

"At the same time," Gade observes, "the industrial salesman has become more than ever in need of a management team that is aware of his problems and facts of business life as they exist in the field."

"Too often in the past, management has become caught up in its own viewpoints, naturally excited over developments worked out at the plant. As a result, much of what passes for communications amounts to message-sending — from management to salesman, but not the other way around."

## Two-Way Communications

SPS had a lot to tell its salesmen at its 1955 sales meetings, but the company knew its salesmen could tell a lot, too. "We set up our meetings so that we could accomplish both," says Gade. "First important step was our pre-meeting questionnaire."

Manufacturer of precision metal fasteners and pressed-steel office and shop equipment, Standard Pressed Steel has an in-plant sales manager for each manufacturing division. In the field, 37 industrial salesmen work under district sales managers in 11 territories from Coast to Coast. Salesmen promote sales of SPS products through distributors.

Because industrial distributors handle many types of products, SPS must compete for selling time with other kinds of products that distributors sell. Thus, distributors offer built-in competition among their suppliers.

"To stay on top, SPS field salesmen must be in touch constantly with customer requirements and preferences, price differentials, delivery times, advertising and sales promo-

tion," points out Gade, "and, in general, take responsibility for maintaining our competitive position and constantly seek ways to improve it."

"Intimate day-to-day contact our salesmen have with distributors and their customers gives them a knowledge of conditions at point-of-purchase that we, back at home office, cannot hope to share—unless salesmen speak up. We can't expect a good salesman—whose job is to get orders — to take time, however, to write everything he knows about his operations. But we need that knowledge to shape our policies and plans."

With this in mind, Gade sat down early last summer with Frank Kinsella, sales manager; Charles Betz, sales manager, Unbrako screw products; John Wiest, sales manager, Flexloc locknuts; John Wilson, sales manager, Sel-Lok spring pins; Harry Smith, sales manager, Hollowell shop equipment; and Jack Breitmayer, sales manager, Hollowell Collar Division. They had to map a program to get salesmen to speak up. The pre-meeting questionnaire was the result.

## Broad List of Subjects

In the questionnaire, each division sales manager posed a set of questions designed to elicit information from the field on a broad list of subjects—from evaluation of correspondence to packaging and pricing.

Questionnaires were sent to each salesman a month in advance of meetings, but they did have to be filled out and returned. Aim of the questionnaire was to stimulate the salesman to think about problems of his company in relation to his own territory. In addition, salesmen were encouraged to submit questions of their own — no holds barred — either by writing in advance of meeting or extemporaneously as meetings progressed.

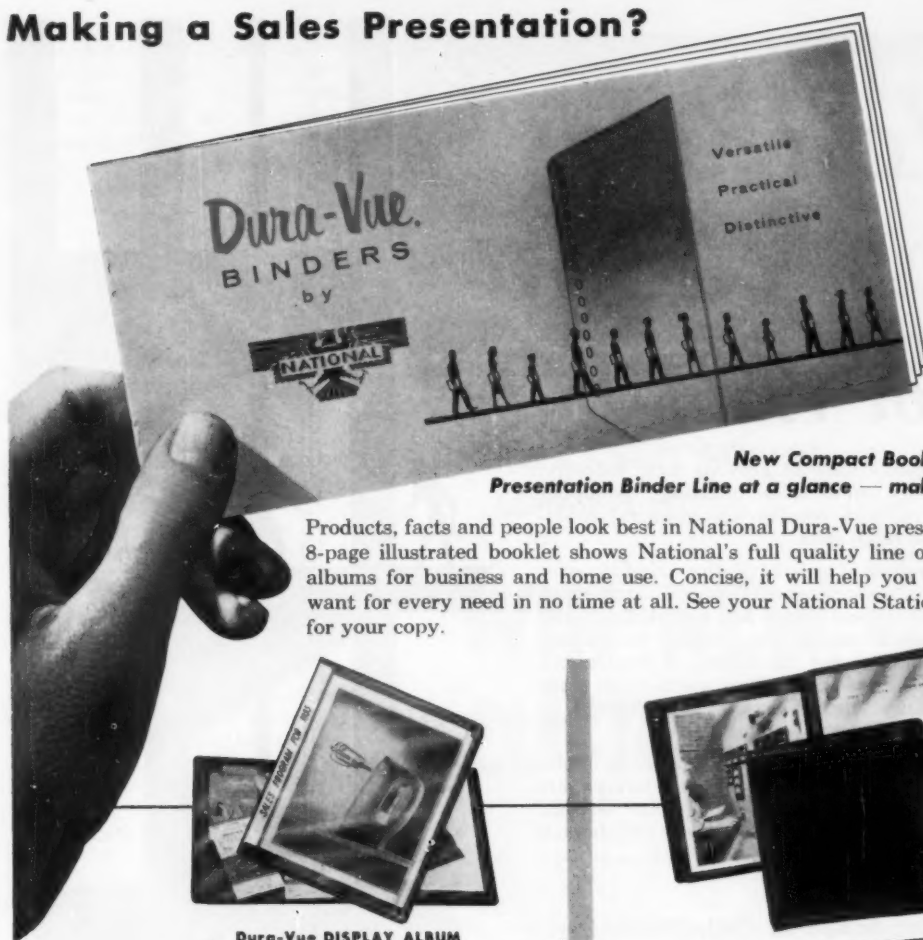
Gade points out another important communications function served by the meetings: integration of the entire sales force.

"Since 1947, our sales force has tripled, our sales have increased accordingly," Gade reveals. "Some of our salesmen hadn't met, others hadn't seen each other for some time. Meanwhile, at the plant, since our last meeting, we had many innovations to show our salesmen in design, manufacture, testing, packaging, shipping and billing of our products. There was a great deal for salesmen to see."

Attendance at meetings was planned to give the best possible mixing of the entire sales group. The sales force



# Making a Sales Presentation?



**New Compact Booklet Shows National's Presentation Binder Line at a glance — makes it Easy to Choose!**

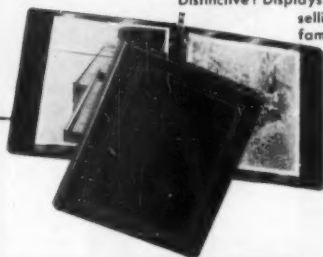
Products, facts and people look best in National Dura-Vue presentation binders! This 8-page illustrated booklet shows National's full quality line of display binders and albums for business and home use. Concise, it will help you select the binder you want for every need in no time at all. See your National Stationer or write us direct for your copy.



**Dura-Vue DISPLAY ALBUM**  
Distinctive! Displays your best selling product or favorite family photo as a cover



**Dura-Vue TUMBLER BOUND DISPLAY UNITS**  
(For sales presentations, resumes, etc.)

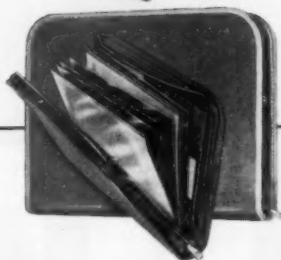


**Dura-Vue RING BOOK DISPLAY BINDERS**



**Dura-Vue NUMER-RING BINDER**  
(Extra strong)

**Dura-Vue FINE LOOSE LEAF DISPLAY ALBUMS**  
(For your most important presentations or special gifts)



**Dura-Vue RINGFOLIO DISPLAY BINDERS**  
(Heavy duty protection for sales photos and valuable school material)



**National Blank Book Company**

111 Water St.  
Holyoke, Massachusetts

Please send folder containing prices and all details on Dura-Vue Presentation Binders.

Name .....

Company .....

Street .....

City ..... Zone ..... State .....

Please send name of my nearest National Stationer ☐.

# Here We Grow Again in 1956!

Oklahoma City is growing new industry, new homes, new office buildings, shopping centers, military construction, medical buildings—and retail sales!

The center of an area of diversified incomes and natural resources—Oklahoma City's rapid growth in recent years has established sales gains records among the best in the nation. Oklahoma City led the nation in department store sales gains in 1954 and was in sixth place at the end of 10 months in 1955, with a 12% increase over record-breaking 1954.

Keep up with the sales growth in Oklahoma with advertising in the only newspapers which completely cover the growing Greater Oklahoma City market—The Daily Oklahoman and Oklahoma City Times.

Your two tickets to OKLAHOMA!



Published by The Oklahoma Publishing Company  
The Farmer-Stockman • WKY • WKY-TV  
Represented by The Katz Agency



was divided into three sections and each attended one of three consecutive weekly shifts of five days each. Spreading meetings across a three-week period, SPS allowed two-thirds of its sales force to stay in the territory at all times.

Records kept on attendance at previous meetings (who shared hotel rooms, who came from the same territory at the same time) provided the basis for achieving good mixing of the sales force.

Held as closely as possible to Labor Day—"the sales new year," according to Gade—meetings could be attended without neglect of business.

It's a little too early to assess results of meetings in terms of increased sales, says Gade, but a number of measures already are in effect as a result of suggestions made by salesmen. Among them are:

#### Results in Effect

1. Closer coordination during planning phase of sales promotions between home office and salesmen in the field and their distributors.

2. Several technical selling aids for salesmen.

3. Speed up of price quotations; greater effort to maintain prompt delivery.

4. Improved catalogs; wider selection of mailing pieces.

5. Revision of form letters for answering inquiries to stimulate best possible customer relations.

Each division sales manager files a report to recommend action to be taken on salesmen's suggestions made at meetings. Some suggestions require months of study before they can be put into active use or before they are discarded for various reasons. Main point is that each suggestion and each answer by a salesman to a question is given serious consideration by home-office people. Discussion of suggestions by salesmen at meetings give SPS management a consensus of field reactions.

In addition to discussions generated by questionnaires, salesmen learn from management its plans for the future, hear of new products to be added to the company line. Management discusses the company's position in relation to the rest of the industry and to business in general.

When meetings are over, SPS has a wealth of ideas, facts and suggestions on which to base a sales program for the coming year. Salesmen, on the other hand, know they have contributed in a real way to policies the company will follow in the future.

The End

JANUARY 15, 1956

If YOUR 1956 SALES OBJECTIVE is on this list, spark it with a BELNAP & THOMPSON PRIZE INCENTIVE PROGRAM. Write or phone for complete details today!

☐ REDUCE INVENTORIES

☐ SPARK SALES TRAINING

☐ PROMOTE SPECIAL DEALS

☐ INCREASE SALES CALLS

☐ INTRODUCE NEW MODELS

☐ SELL THE FULL LINE

☐ WIN NEW CUSTOMERS

A B & T SALES INCENTIVE  
CAMPAIGN HELPED . . .

## WIN NEW CUSTOMERS



The objective of a midwestern dairy's autumn sales program was to stimulate driver-salesmen to solicit new customers. Dairy officials called on Belnap & Thompson to help set up a coordinated incentive program—kick-off meeting, follow-up mail campaign, merchandise prizes and complete program administration—to last for a six-week period.

**RESULTS: 4,000 NEW CUSTOMERS ADDED IN JUST SIX WEEKS  
AND A SOLID 10% GAIN IN SALES VOLUME.** . . and this dairy's

driver-salesmen won many universally-wanted prizes for their families and themselves . . . built lasting sales enthusiasm and company loyalty.

Merchandise and travel incentive programs make salesmen **eager** to sell—willing to trade **extra** effort for an **extra** share of better living.

Write today for your free copy of "Seven Steps to Success", a handbook of incentive plans. No obligation, of course.



## Belnap & Thompson, Inc.

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A COMPLETE INCENTIVE SERVICE • OFFICES COAST TO COAST

Visit One of Our Incentive Centers in:

CHICAGO	NEW YORK	DETROIT	TORONTO
Palmer House	Roosevelt Hotel	2930 W. Grand Blvd.	24 Milford Ave.
StAt 2-6181	MURRAY HILL 6-4266	TRinity 4-3070	ROger 2-7375

# Why Is It So Tough to Find Qualified Route-Salesmen?

**Answer: They require a peculiar combination of talents. Companies operating with this type of sales force are by no means agreed on the question of the advisability of trying to separate the selling and the delivering functions.**

**BY FRED DE ARMOND**

Management in the route selling fields is again undergoing an "agonizing reappraisal."

The trouble is an old dilemma with new symptoms: At a time when good salesmen of any kind are scarce, can you make salesmen out of delivery men?

The debate came to a focus in the beer industry at the recent national convention of beer wholesalers in Chicago, when sales consultant Maurice J. Atkinson offered the provocative advice that dealers should be "pre-sold" by white-collar salesmen. "A good percentage of his listeners disagreed strongly," reported *Beer Distributor*.

The driver-salesman idea found equally convinced defenders at a recent sales clinic of the Linen Supply Association of America. A poll of those in attendance showed a majority of 14 to 1 answering "yes" to the question, "Should routemen be salesmen?"

When Raymond Thurow, personnel consultant to the Association, asserted in a speech that routemen should not be selected for their sales ability, he was challenged sharply. Thurow's point was that the sales type of mind lacks the stability required of a man whose primary duty is to drive a truck and deliver merchandise. In hiring men, he counseled,

pick them for the qualities and specifications that fit the particular jobs you are filling, and not for their potentials as salesmen or executives. But his auditors objected that this theory conflicts with their experience. Many linen suppliers do employ full-time salesmen to supplement the sales work of their routemen, but usually these men have been promoted from route jobs. It doesn't always work, one executive admitted, "but that's where I obtained all my full-time salesmen and sales supervisors. It would be absurd to suppose that I could get good sales supervisors from any other source."

This man's contention was supported by a poll of the linen supply executives present at this meeting in Chicago, as to where they started in the industry. Nine out of ten of them said they had begun as route salesmen.

However, the persistence with which this question of "drivers or salesmen?" is raised does prove the existence of a serious manpower problem in the various industries that use route selling. In one way or another most of them, like the linen suppliers, feel impelled to reinforce the sales work of men on the routes with some degree of straight selling.

Traditionally, the sales supervisor "rides the routes" in his division and pushes for new business along with service supervision. The Chicago Towel Company employs a staff of

## Sales Quotes

### No Blindfold

"How do you explain a product being 'best by test' but losing business? No consumer rips off labels and compares A, B, and C with her family blindfolded. Women buy on the basis of how a brand lives up to its own promises. Each firm's line almost always tests better. Agencies and clients tend to gloss over this and research only points on which they differ. We need the honest 'let's try' attitude of the independent researcher who will tackle anything." — HENRY SCHACHTE, VP, LEVER BROTHERS CO.

### Establish the Motive

"If you're not a psychiatrist, don't let that deter you from doing motivation research. You don't have to hire one either. You would need psychiatrists for salesmen and for retailers in order to put his findings to work. An example of useful motivation research would be a cigarette company finding that it pays to appeal to men's men and lose the sissies. The point is to discover broad drives and go after them." — MICHAEL HALBERT, ALDERSON & SESSIONS, INC.

### Totals Aren't All

"Don't be fooled by the size of a market remaining unchanged. This figure is the net result of many individual changes. The character of the market may change because of the different characteristics of in and out migrants. It is essential that marketing experts keep abreast of composition as well as size." — HENRY S. SKYROCK, JR., BUREAU OF THE CENSUS.

### Will Travel

"Most salesmen want incomes which less than 1% of them actually achieve. For want of capital, education, ambition or ability, the majority are unable to attain their fathers' status in life. They accept a low salary plus a commission to avoid the relative stigma of moving into manual labor. Despite 20 or 30 year job tenure by some, the frequent turnover in the first year or so brings the median length of time in an outside sales position to 2.2 years. Only migrant laborers have less job stability than salesmen." — PROFESSOR RAYMOND W. MACK, NORTHWESTERN UNIVERSITY.



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## Really **REMARKABLE** **ROCKFORD** ILLINOIS



### EXPANSION...

in all directions in this No. 2 market of Illinois is really remarkable! News of another great new Rockford industrial plant appears at left as announced in the Rockford Register-Republic on December 8. The National Lock Co., already one of Rockford's largest manufacturers of screw products and hardware, starts construction of a new plant costing more than \$5 million next spring. It will be the largest one-story building ever erected in a city of this size and will cover an area of six city blocks. National Lock will continue to operate its two other giant plants here.

Other industrial plants and shopping centers currently under construction are shown at left. These are only a part of the more than \$25 million in Rockford's expanded manufacturing and retailing areas this year.

Residential construction consequently is far ahead of all previous years. The resulting growth in retail sales is being felt. As measured by a local auditing firm, department store sales in recent weeks are showing an average of 12% gain over corresponding weeks of 1954.

### BIG...

plans are being made in Rockford by both retailers and manufacturers since the future of this 2nd city in Illinois is crystal clear. Annual retail sales in the city are already a quarter of a billion dollars annually.

You, too, can take advantage of the extraordinary potential in Rockford. Advertise your product or service in the Rockford Morning Star and Register-Republic for complete coverage in the remarkably rich 13-county trading area of northern Illinois and southern Wisconsin. These progressive home-owned newspapers can point to tremendous successes for their advertisers.

Full-color press facilities to further aid in moving goods are now available to you. ... no doubt about it, this is the "hottest city in America today" ... everyone says so ... Really ... REMARKABLE is the word for Rockford.



New American Cabinet Hardware Plant.



Sears Roebuck Outlet Under Construction.



American Child Company ... new in Rockford.



\$4 million Shopping Area including New Goodwill Store.

ABC City Zone 134,488      ABC Retail Area 441,222  
And GROWING!



"Best Test City in the Midwest"

## ROCKFORD MORNING STAR Rockford Register-Republic

REPRESENTED NATIONALLY BY BURR, KUIPERS & MAHONEY, INC.



## WHO'S ON FIRST?

It's the Farmer-Stockman, brother, with a "first" where a farm magazine ought to be first—in R.F.D. Coverage of Oklahoma and Texas!

	TEXAS	OKLA.	TOTAL
NUMBER OF FARMS AND RANCHES	292,964	118,979	411,925
FARMER-STOCKMAN CIRCULATION	237,042	118,136	355,178
FARMER-STOCKMAN R.F.D.	158,765	83,116	241,881
PERCENT OF R.F.D. TO TOTAL	67%	70%	

The Farmer-Stockman is owned and operated by The Oklahoma Publishing Co. The Daily Oklahoman • Oklahoma City Times • WKY Radio • WKY-TV WSFA Radio • WSFA-TV • Represented by Katz Agency.

**the Farmer-Stockman**

OKLAHOMA CITY, OKLA. • DALLAS, TEXAS

## \*Cellomatic

GIVES YOU THE IMPACT, MOVEMENT AND FLEXIBILITY OF MOTION PICTURES ON A SLIDE PRESENTATION BUDGET!

Cellomatic offers you a complete visual staff. Art, color photography, photo processing, typography and creative production departments are all under one roof. This insures your sales meeting the ideas, eye appeal, visual impact and professional showmanship it must have.

- CELLOMATIC CARBON ARC PROJECTION  
Front or rear screen — Sizes up to 15'-20'
- CELLOMATIC FILM • SLIDES • VU-GRAPH
- EASEL PRESENTATIONS • SLIDE FILMS
- SALES TRAINING AIDS • STAGING SPECIALISTS

Write for information today. Better yet, see Cellomatic in action at...

**CELLOMATIC CORP.**

756 SEVENTH AVENUE, NEW YORK 19, N.Y.

\*PATENTED BY HOWELL-ROGIN STUDIO, INC.

PLAZA 7-7895



**GO! GO! GO!**  
with growing  
**LUBBOCK**  
TEXAS  
...and the

### MORE PEOPLE...

Texas' fastest growing major city — population up 52.4% over 1950!

### MORE MONEY...

Buying income doubled since 1950! 2nd highest per family in Southwest!

(SM, '51-'55)

### MORE SALES...

when you tap growing Lubbock's growing wealth through advertising in the...

**Lubbock AVALANCHE-JOURNAL**

CIRCULATION OVER 57,500

Represented Nationally by TEXAS DAILY PRESS LEAGUE, Inc.

Representing Daily Newspapers Only

"sales promotion representatives" who spend approximately 60 per cent of their time selling and 40 per cent in sales training of the routemen. A routeman takes orders from his division sales representative as to sales work, and from his route supervisor on service work.

One point of contention arises when both salesmen and routemen are paid commissions or bonuses on new accounts obtained, because they frequently compete for the same accounts. For this reason, many firms prefer to pay their salesmen on a salary basis, with routemen on salary and commission, or commission only, but with a minimum guarantee.

### Route Salesman

Ice cream is largely pre-sold—that is, a salesman calls on the outlets and takes orders, while a driver follows and makes deliveries. Even here, the driver is more than a delivery man. In the beverage fields, pre-selling is commonly used only as an aid to the man on the route. A few soft-drink bottlers and beer distributors sell by this means entirely. A Louisiana bottler has one salesman selling for each two or more drivers. A salesman can call on 60 dealers in a day and one driver can deliver up to 700 cases a day when the selling and merchandising are done for him. This plan, he finds, makes possible a higher class of sales talent than can be had in the driver-salesman combination. It also enables deliveries to be spaced less frequently.

One Chicago bottler likes the same method because he bottles a varied line of flavors and finds that, with pre-selling, a routeman can load his truck to order and deliver every item. By the usual method, the routeman attempts to carry on his truck a stock that will supply all his dealers' needs, which usually means that before the route is covered, he will run out of some items and return with a surplus of others.

But the average beverage bottler or distributor will tell you that his costs are lower and his dealers better satisfied if one man performs both selling and service functions. The more persons from a given firm who have contacts with a dealer, the greater the chance of friction. A good routeman soon gets to know all his customers or outlets well. He learns to be careful about making promises because he is the guy who must deliver the goods.

Some laundries have found that when a salesman is sent into a territory to develop new business, he should actually service for the first time the new customers he obtains.

SALES MANAGEMENT

If his pick-up orders are turned over to the routeman on the territory, a much smaller percentage of them will be converted into actual bundles of laundry work. Even though every new account will add to the routeman's future commissions, this man often exhibits a perverse resistance to seeing another person come into his route and make sales that he has failed to make.

A Missouri tobacco wholesaler says that in the Midwest it is a general practice to have route salesmen handle all but the larger retail outlets. The big buyers such as drug and grocery chains, hotels, and a few others are commonly sold by white-collar salesmen and the deliveries made later by truck drivers. A similar practice applies to candy, which in considerable part is distributed by the same wholesalers as cigars and cigarettes.

One large laundry and linen supply firm in Oklahoma City has special "commercial" routes for its large hotel, hospital, institution, and restaurant accounts. These men are considered drivers and are paid straight salaries. All commercial sales contacts are made by sales supervisors.

#### How to Hold Men

Those who are dissatisfied with route selling admit that its troubles stem from one cause—the difficulty of employing and holding competent route salesmen. There is general agreement that the job specifications are probably harder to fill in the desired combination than most other positions in business. A high-producing route salesman must indeed be a man of parts. He should have the qualities of any other successful salesman, plus a willingness to wear a uniform, drive a truck, and carry merchandise. Not only must he be fairly rugged physically and equal to outdoor work in all kinds of weather; he will be, for all practical purposes, in business for himself. He must keep records, collect and account for money, and handle complaints. And all the time he is expected to sell.

No one should be surprised that so many so-called driver-salesmen are as much as 90 per cent driver and no more than 10 per cent salesman. Sales managers learn over and over again that stability and capacity to take it are more to be sought than high I.Q. The recruit with the most shining front will be likely to consider a route job as only a stepping-stone or a fill-in until he can get something else that carries more glamor.

The tendency of launderers and dry cleaners to turn more and more to

drive-in, or cash and carry business, has been owing, more than to any other cause, to the increasing difficulty of keeping the types of routemen who can and will do any selling. Union routemen particularly are inclined to be sullen about doing a bit of overtime or going out of their way to add customers to their list. An employed wife who asked a dry cleaning routeman to call regularly after 4 P.M. was told, "If you can't make some other arrangement, I'm afraid we can't do business with you."

It's not the pay received that ac-

counts for the difficulty in getting route salesmen to stay put. These jobs simply do not rate in the same proportion as their earnings. It would be hard to find any niche in business where a young man can do so well with so little education and experience. Earnings of \$100 to \$150 a week are common. In many cities the drivers' union contracts specify \$85 a week guarantee, plus liberal commissions and bonuses. The work is not seasonal; there are no layoffs. The risk of failure for any man who will work at all is much less than for al-

**Your Big Story**

DESERVES THE

# BIGGEST CIRCULATION

- IN HOUSTON AND
- IN CHRONICLE HISTORY

<b>THE HOUSTON CHRONICLE</b>	
<b>DAILY</b>	<b>209,043</b>
<b>SUNDAY</b>	<b>230,645</b>

17,467 MORE CITY HOME-DELIVERED THAN THE POST DAILY  
 25,451 MORE TOTAL CITY THAN THE POST ON SUNDAY  
 61,643 MORE CITY HOME-DELIVERED THAN THE PRESS DAILY

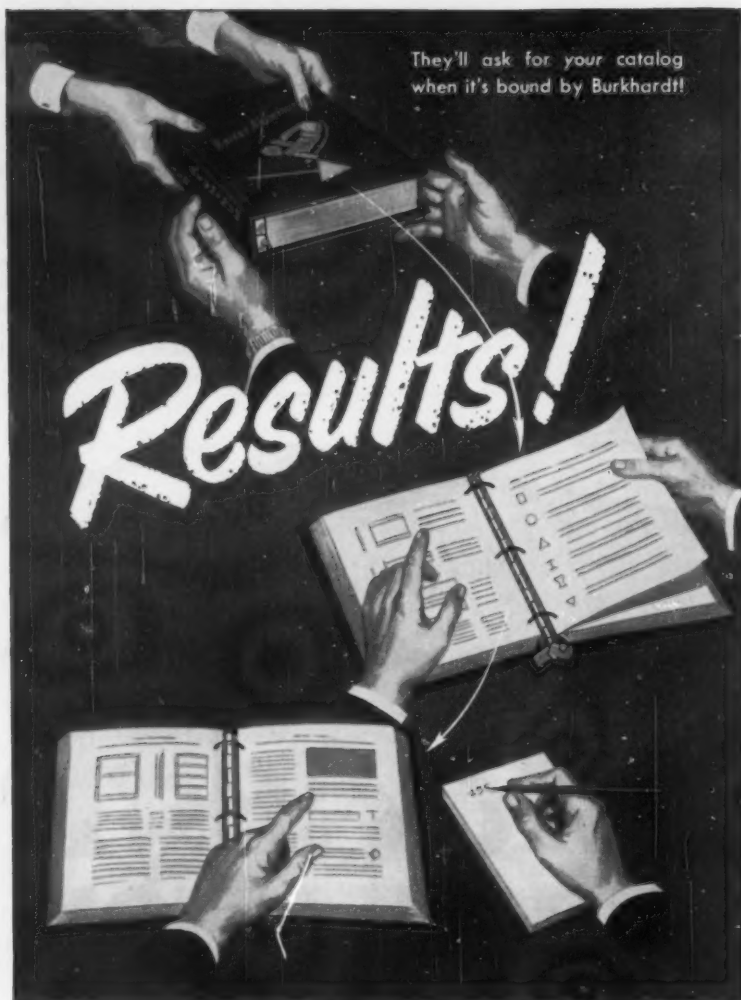
SOURCE: ABC PUBLISHER'S STATEMENT SEPT. 30, 1955

## THE HOUSTON CHRONICLE

**43** CONSECUTIVE  
YEARS OF  
LEADERSHIP  
IN ADVERTISING AND  
CIRCULATION

JESSE H. JONES, Publisher R. W. MCCARTHY, Advertising Director  
 JOHN E. JONES, JR., President M. J. GIBBONS, Gen. Adv. Mgr.  
 THE SPENHAM COMPANY — National Representatives

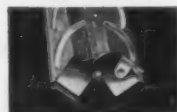




That's what you get with **BURKHARDT PRONG BINDERS**



**Semi-Open**—Sheets lie flat for complete readability or for writing on either side of leaves.



**Full Open**—Provides ample clearance between prongs for removing or inserting sheets.

Yes, you'll get results . . . results that'll pay off in orders . . . with Burkhardt All-Purpose Prong Binders. Because they're so simple to operate, so convenient to use, they make it easy for customers to buy. A flick of the finger provides three positions . . . closed, open for flat sheets, complete visibility and wide open for instant page changing anywhere in the binder. What's more the tru-arc prongs hold sheets in perfect alignment, prevent bunching or tearing. And rugged? You bet! Precision construction, nickel-plated metal and piano-type hinge are combined in a binder that'll stand up under years of hard usage. Sound like a binder that meets your requirements? It is! And it's available from stock in various sheet sizes, in capacities of 1", 1½", 2" and 3". Send specifications for your order today!

THE *Burkhardt* COMPANY

LARNED AT SECOND • DETROIT 26, MICH.

"Binders to American Business Since 1911"

REPRESENTATIVES IN PRINCIPAL CITIES COAST-TO-COAST

most any straight selling job one could name.

The consulting firm of Stevens, Thurow, and Co. of Chicago tests the routemen of its client firms to establish hiring specifications and to serve as the basis for ratings. According to Mr. Thurow, one large group of bakery route salesmen, whose earnings averaged \$7,500 a year, graded in the 17 to 35 percentile intelligence grouping. That means they were in the intelligence classification of the lower one-sixth to one-third of the general population.

It would be wrong to conclude from this statistic that good route salesmen are to be found among mental 12-year-olds. These bakery routemen were doing so well because they had been intensively trained and supervised. It is Mr. Thurow's experience that any route selling staff can be brought to show improvement in sales efficiency of from 10 per cent up, merely through training. It is clear that to aim too high and try to select only superior sales minds is to invite continued high turnover. Nevertheless, the higher the route sales recruiter can go and still get men with their feet planted on the ground, men who have potential capacity but will not feel superior to their jobs, the better the results to be hoped for.

Sales managers are generally agreed that there are but two ways of resolving the driver-salesman dilemma. One is to pick them more carefully, the other to train them more thoroughly.

### One in Twenty

Speaking at the recent convention of the American Bakers Association, Morris Pickus of Personnel Institute said: "If you pick one man out of two applicants you may get a good one. If you pick one man out of 20, your chances are ten times better." Hiring is usually done hurriedly to fill vacancies in a pinch. In every city there are men who can fill the exacting requirements of route selling jobs, but they have to be sought out, screened, tested, and sold on the possibilities of the job. The search for men comes before the search for customers.

From all parts of the country come reports that route selling jobs are becoming harder to fill. This situation is not peculiar to the route-selling field, of course, as a glance at the Help Wanted — Salesmen advertisements in any newspaper will show. The Welfare Age security urge is making the whole selling vocation less popular than other jobs. The *Fortune* survey of the preferred vocations of

SALES MANAGEMENT



college boys indicated that the picking is growing slimmer when it comes to obtaining new salesmen.

Ask sales managers if they have a turnover problem and they will tell you volubly that they hardly ever make a change. "Why there's Bill—been with us 22 years—and Joe 20 years." But consultants say that when they look over the records they find a different story. Turnover is high nearly everywhere—much too high.

The manner of induction often decides whether a man is to stick or become soured on the job. The American Linen Service Company of Memphis sends a man out on a route as an observer for two days and pays him \$10 a day just to see whether or not he and the job are compatible. Consensus seems to be that a man without previous experience should not be turned loose on his own before the fourth or fifth week. Many are given a route after no more than a week of training, but only a very superior character is sufficiently prepared by such a half-baked apprenticeship. Others are likely to move on, disillusioned, to another job, preferably at hourly wages.

#### Why 5-Day Week

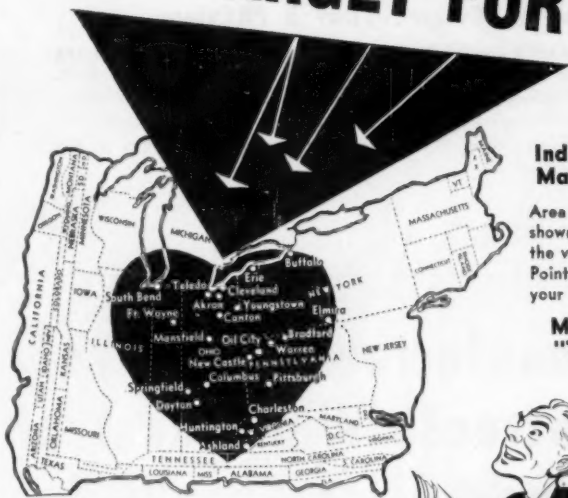
For a while the 5½-day week was a handicap in hiring. Now most firms are changing over to the 5-day week. This is not easy for bakeries and dairies, and in many cases can be accomplished only through "swing" men who relieve a different routeman each day in the week.

The training of route salesmen by the better establishments is a matter of continuing adult education in conference groups plus individual coaching on the job. The Spang Baking Company in Cleveland trains its house-to-house routemen in part by making tape recordings of their demonstration sales talks and playing back to show the trainees how their presentations will sound to customers.

Having picked men well and trained them properly, there is still another step in making a route selling force function efficiently. That is to stimulate them by picturing the opportunity that is theirs to earn more as they do more. Incentive compensation is now the accepted method of paying route salesmen, but there is often much to be desired in the way it is applied and dramatized to them.

A well known Chicago bottler of carbonated beverages has a staff of six employed route salesmen and 18 independent distributors who own their trucks and operate on a margin basis. Although the difference in com-

## TOP TARGET FOR '56



**Industrial Ratio Map of the U.S.**

Area of each state is shown in exact ratio to the value of its industry. Points out where to aim your advertising.

**M.P.A. covers "The Heart"!**

**Make a Direct Hit on this 90-BILLION-DOLLAR INDUSTRIAL MARKET in M. P. A. . . . Exclusively!**

**Here's controlled-coverage at its best! 100% "buyer" readership in the "World's Richest Concentration of Industrial Buying Power"! The midwestern P.A.'s own magazine . . . M.P.A.!**

Right now there's nearly 100 billion dollars worth of booming industry packed into the "Heart of Industrial America." Already beyond our wildest dreams, it's still growing—fast! Both military and civilian demands are sky-rocketing. So, industry continues to blast all-time buying records. Here's where your industrial advertising achieves its greatest potential. And here's the one and only advertising medium which covers this great "heart" with 100% "buyer" circulation. If you can help supply the critical needs of industry, advertise in M.P.A. now!

A few of the "national" advertisers who use over 50% of the space.

Alcoa	Wickwire-Spencer	Nat'l Screw
U. S. Steel	Roebbing's	Torrington
J. & L.	Babcock & Wilcox	Standard Oil
Ryerson	Tube Turns	Cities Service
Bethlehem	Chase Brass	American Box
McLouth	Bridgeport	Robt. Gair
Assoc. Spring	Seavill Brass	Ohio Injector
Columbia	American Brass	Oakite

Write for Reader Issue (Containing P.A. list) on your letterhead

**THE MIDWEST PURCHASING AGENT**



6th Floor, Penton Bldg.  
Cleveland 13, Ohio

## Not a Review...but a PREVIEW

Sales Management's annual SURVEY OF BUYING POWER gives you sales estimates for the latest complete year. In between SURVEYS, our editorial section, "High Spot Cities," forecasts what the month's retail sales will be in leading U. S. and Canadian Cities. In every first-of-the-month issue, "High Spot Cities" alerts you to changes in the making.

# One Manufacturer Pulls 13% Sales Increase While Rest of Industry's Sales Slip 20%

## A MARITZ SALES BUILDERS INCENTIVE PROGRAM DID IT!

This is what happened when a prominent Farm Equipment Manufacturer (Name on request) geared a Maritz Sales Builders Incentive Program to pull against an industry-wide downward sales trend. His sales moved up and passed his previous year's record by 13%—and were 33% ahead of his industry's average.

Significantly, this record was made through coordinating the efforts of 35 Distributors and 2700 Dealers, and it shows the ease and precision with which an M.S.B. Incentive Program can "incentivate" salesmen, whether they be three or three thousand.

Do you want to reverse a downward sales trend? Or do you just want to push your present sales curve higher? Whatever your sales problem, a Maritz Sales Builders Incentive Program is ready to solve it.

Determine your objective and let us go to work. Without cost, we will send you sample prize books showing over 1500 famous-name nationally advertised merchandise items. We will include "in-stock" campaigns, or "tailor-make" a campaign to fit your needs. Ours is a complete service—we will design everything you need to promote your program, even help you write the rules. You pay wholesale prices for the prizes and promotion only after your results are in and the prizes are won.

### Tell us your Problem...

*we can show you case histories in your industry that prove an M.S.B. created incentive program can get results for you...whatever your objective.*

Mail coupon below for free copy of "A CHALLENGE TO MANAGEMENT"—a four-part portfolio of incentive strategy.

## MARITZ SALES BUILDERS

4200 Forest Park Blvd., St. Louis 8, Mo.

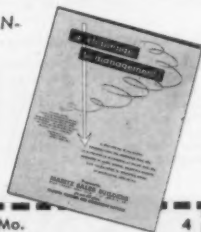
Offices in Principal Cities

INCENTIVE PLANS • MERCHANDISE PRIZES • TRAVEL AWARDS

MARITZ SALES BUILDERS, 4200 Forest Park Blvd., St. Louis 8, Mo.  
Send me a free copy of "A CHALLENGE TO MANAGEMENT"

Name \_\_\_\_\_ Company \_\_\_\_\_

Address \_\_\_\_\_ City, Zone, State \_\_\_\_\_



pensating the two groups is calculated to be just the average cost of truck upkeep, the independents uniformly do more business and make more money on a net basis than the employed men. Last summer, the manager says, one of them earned \$4,000 in commissions in 16 weeks, which would amount to more than \$200 a week for himself when all truck costs are charged. "When the employed men are checking in for the day, around the middle of the afternoon, most of the independents are loading for a second trip," the manager observed.

No, route selling is not becoming obsolete. Its future is as good as it ever was. But route sales management is admittedly more difficult. It calls for keener competition in the man market. That means greater specialization, more scientific selection of men, more and better training, closer supervision, more equitable and rewarding incentives, more imaginative stimulation of sales-service men.

The End

## His Book Tells How

Elmer Letterman, insurance salesman extraordinary, has insured Jimmy Durante's nose (\$500,000), Harpo Marx's hands and Eddie Cantor's eyes (\$1,000,000). But Letterman isn't a freak insurance man: He's been selected by *Forbes* magazine as one of America's 12 master salesmen. Since he left his native Charlottesville, Va., many years ago, he's rung up hundreds of millions of dollars in insurance sales. And now he's put the fruits of his selling knowledge into a book, *Personal Power Through Creative Selling*, Harper & Brothers, price, \$3.95.

Letterman's book breaks down the art of salesmanship to its basics, provides bedrock instruction for the neophyte salesman or his successful sales manager. Here are some kernels from his book.

### Letterman on getting in a rut:

"The man who is content to get by is the man who is passed by. You can meet him in every office and on every sales force. He has been sitting in the same chair and covering the same customers for 40 years..."

### Letterman on the "ready" salesman:

"The salesman ready for tomorrow is marked by seven distinctions. He knows himself. He is single-minded. He knows what he is selling. He knows his customers. He takes pride in his work. He wins a friend with every sale. He makes the end of one sale the beginning of the next."

SALES MANAGEMENT



*My How  
You've Grown!*

If you haven't taken a look at San Jose  
and the Mercury-News of late, you should!  
Net paid circulation is up 18,000 in one  
year, and we're a "High Spot" City in Retail  
Sales every month! Find out why . . .

*We're Now Over*

**100,000**

Net Paid DAILY

It's San Jose for Sell and You Cover San Jose Only with the

**Mercury and News**

A RIDDER NEWSPAPER

REPRESENTED NATIONALLY BY RIDDER-JOHNS, INC.



THEY'RE TOUCHABLE. Die-cut front in Esquire package lets shopper both see and feel the socks. Fixture is specially constructed for vertical box display.

Esquire jumps its advertising and promotional budget, stresses packaging and point-of-purchase tools in a 1956 campaign designed to put . . .

## More Socks in the Bureau Drawer

BY ARNOLD M. RAPHAEL  
General Manager, Esquire Socks Division  
Chester H. Roth, Inc.

If you are an average man, you own 19 pairs of socks.

We aim to persuade you to increase that figure. What we have to go on is a fashion trend that calls for the well-dressed man to have a wardrobe of socks of various colors and patterns.

To induce Mr. Average Man to buy more socks in 1956 we have a three-point program combining the forces of advertising, point-of-purchase material and packaging.

The advertising campaign, now getting under way, is the most extensive in our eight-year history. It includes 16 half pages in *Life*; pages in *Men's Wear*, and a series of full pages in *Daily News Record*, with artwork by the famous French cartoonist, André Francois. Our current appropriation, \$250,000, is 40% above last year's. Thirty percent of this goes into sales promotion, which is important in our kind of operation.

As pioneers in the one-size (stretch) hosiery field, we have had to be promotion-minded. From the fact that we have sold over 17 million Expand-O (one-size) pairs of socks in the last four years, you might conclude that everyone wanted them from the first.

But no. Unstretched, Expand-O looks like a baby's sock, and the public had to be educated to its new design and its dollar value. Packaging helped. And closely allied with our packaging program has been our policy of supplying retailers with striking point-of-purchase aids to promote the one-size concept.

Our current "Golden Treasure" package is a far cry from the first one we used to introduce Expand-O, yet

it is only the third. The other two served their purposes, but gave way to progress. Here are the steps:

1. Faced with the problem of packaging what appeared to be a baby's sock, we "made a virtue of a defect," and chose a box the size and shape of a cigarette package. This dramatized the "stretch" feature, but necessitated explanatory displays (which we furnished) and explanation by retail salespeople.

2. The acceptance won by Expand-O led us to bring out the line in a much wider range of colors and patterns. To show these we used a package with a cellophane window, revealing the sock stretched on a card to usual sock size.

3. The current "Golden Treasure" package, gleaming black and gold and without the busy design of Step 2; an open-window package that enables the shopper to feel as well as see the merchandise.

When we introduced Expand-O, it was the custom among retailers to keep socks in our price line (\$1 to \$4.95, the highest-price nationally distributed sock line in this country) under glass or on shelves beyond the reach of the shopper. We wanted

### SOCK MAN

Arnold M. Raphael, author of this article, has been with Esquire since its inception eight years ago. He was marketing director from 1951 until his promotion to general manager in November, and before that was merchandise manager. His management of advertising, promotion and merchandising operations for the company is credited as a major factor in its quick climb to a strong position in a highly competitive industry.



## UNION CITY, TENNESSEE

County Seat—Obion County

Number of families..... 2,267\*

Effective buying income..... \$10,937,000\*\*

Retail sales in  
five classifications..... \$9,387,000\*\*

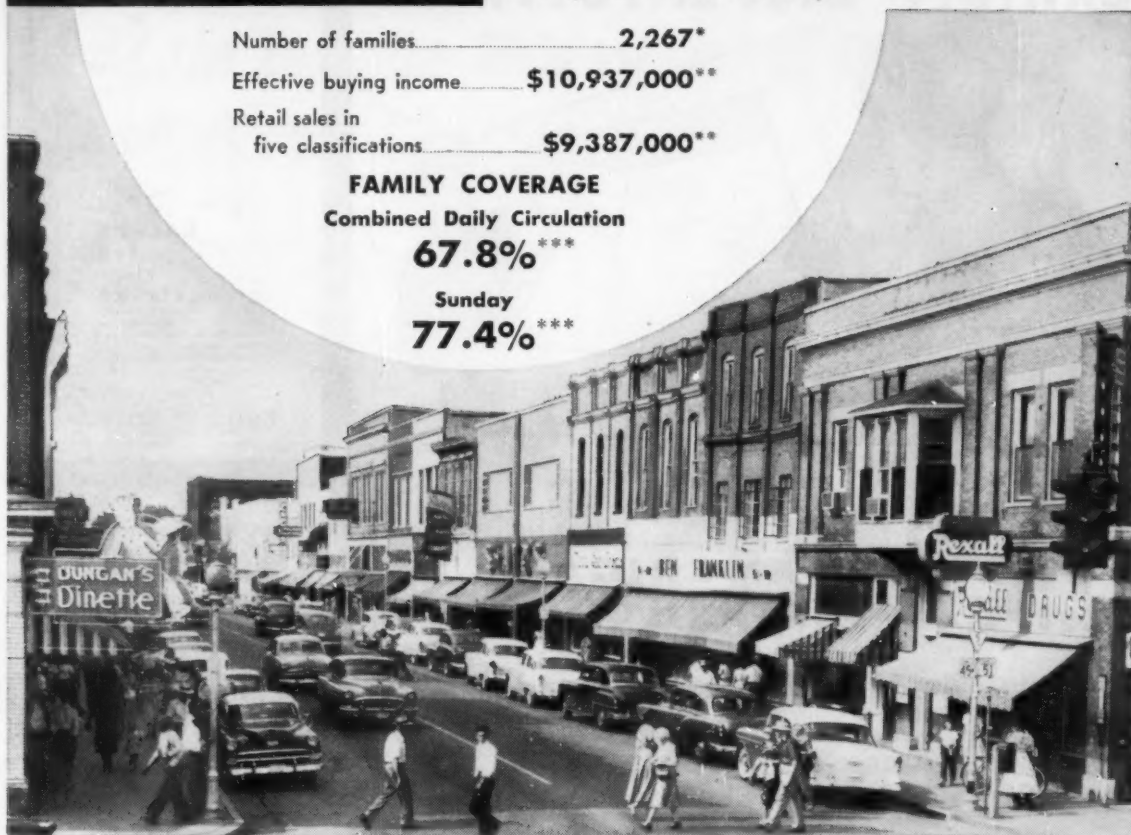
### FAMILY COVERAGE

Combined Daily Circulation

**67.8%** \*\*\*

Sunday

**77.4%** \*\*\*



## And Still Another Bonus Market ... When You Use CAPS!

The South's first . . . the nation's tenth . . . wholesale market is highlighted by many concentrated centers of buying power such as Union City, Tennessee—one hundred and thirteen miles from Memphis.

And, in this bonus market, advertisers in CAPS get nearly 70 per cent family coverage. Sales-producing, merchandisable circulation in many important markets is yours—plus Memphis—when you put it in CAPS.

\* 1950 Census  
\*\* Sales Management Survey  
of Buying Power  
\*\*\* A.B.C.

*Two Dailies and The South's Greatest Sunday Newspaper*

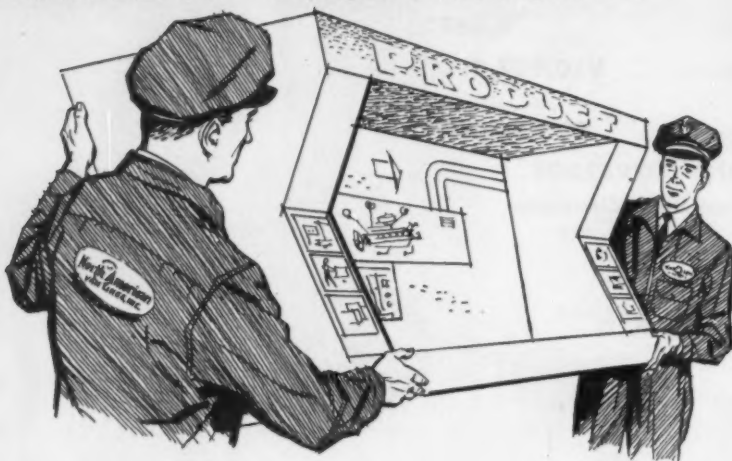
THE **C**OMMERCIAL **A**PPEL ~ MEMPHIS **P**RESS-**S**CIMITAR

SCRIPPS-HOWARD NEWSPAPERS



JANUARY 15, 1956

# EXHIBIT DISPLAYS...



## *Handled as Safely as* **NORTH AMERICAN** **"WIFE-APPROVED" MOVES!**

North American Van Lines is famous for safe,\* prompt, household goods moves — "Wife-Approved" moving service. This same care and speed can cut your hidden costs in shipping trade-show displays.

### **NAVL "FOLLOW-THRU" SERVICE**

Costly crating is eliminated with NAVL Padded Vans. Door-to-door delivery eliminates local drayage. Nationwide dispatching network assures prompt pickup. And North American "follows-thru" at any destination with more agents in more cities than any other van line. Result: no lost sales because your display came late.

Only North American has a specialized Exhibit Display Department, for finest results. Call your local NAVL agent or send for helpful display moving brochure today.

### **Specialized NAVL Services:**

- Exhibit Displays—door-to-door in padded vans, minimum crating.
- High-value Products—no crating; safe,\* professional handling.
- New Furniture, Appliances, Fixtures—via NAVL-Creston Division, factory to dealer or user, uncrated.
- Transferred Personnel—"Wife-approved" moves that win employee goodwill.
- Moving Offices, Stores—less down-time.
- Modern Storage Warehouses everywhere.

**HIGHEST RELIABILITY—RATED AAA-1 FINANCIALLY**

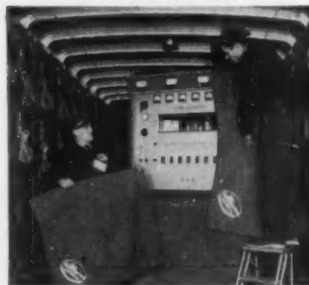


### **North American Van Lines, Inc.**

World Headquarters: Fort Wayne 1, Indiana  
North American Van Lines Canada, Ltd., Toronto

\*AMERICA'S SAFEST MOVERS: winners ATA National Safety Award for household goods movers traveling over 500,000 miles. (North American vans average 35 million miles per year annually)

**WORLD-WIDE MOVING SERVICE BY LAND, SEA, AIR**



COPYRIGHT 1956, NAVL



## **Escape from the pedestrian**

For you who wish to rise above the thundering herd, we make a line of fashion socks. We pack-up them like treasured silk. We wear socks with plenty of softening wool. And nobody is at all concerned when they run to the money, time after time.

Yes, too, can stop up the crowd with

**ESQUIRE SOCKS**

"The essential thing on two feet"

BUSINESSPAPER advertising by Esquire is aimed at arresting the attention of buyer and merchandise manager. Stylized art, light approach point up popularity of the line.

prospects to see and feel our merchandise, so we were pioneers in the development of open display and self-selection of hosiery in the better men's furnishing stores. With the advent of packaging, fixtures became even more important. Our newest fixtures are designed for stacking the packages vertically for better display.

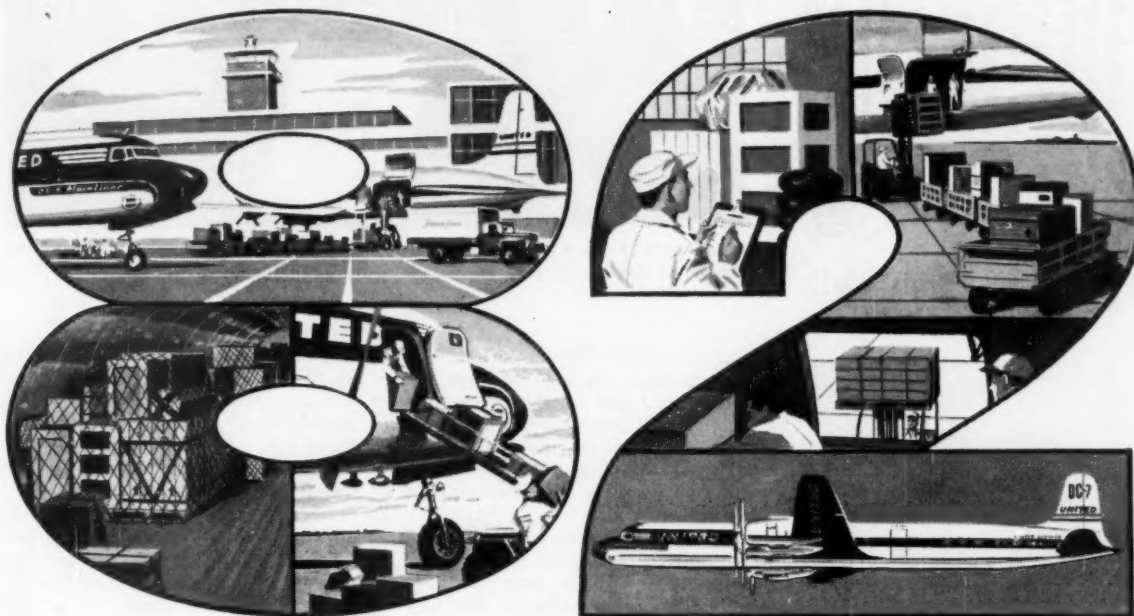
Our Store Planning Division offers fixtures for both Expand-O and "soft fold" socks. (At present Expand-O represents 60% of our total volume in men's socks, but our largest selling single item is the California-Weight Argyle, which is constructed of fourply mercerized Durene cotton.) Fixtures are sold to our outlets at less than cost; they range from identification plaques and plastic sock trays for counter use to large island displays and floor stands.

Our most recent and important fixture development is the change to vertical displays, which are space-saving and provide better visibility for our packages.

Surveys show that women buy 70% of all socks sold in department stores and 40% of those in men's furnishing stores. This leads us to take into consideration the feminine angle in planning our advertising program. A typical insertion in *Life*, for example, shows a woman with a startled expression holding an unstretched Expand-O just above her husband's extended feet in the same kind of sock. An advertisement in the December

**SALES MANAGEMENT**

# ONLY UNITED AIR LINES Air Freight links the East, the Midwest and all the Pacific Coast—serves 82 cities



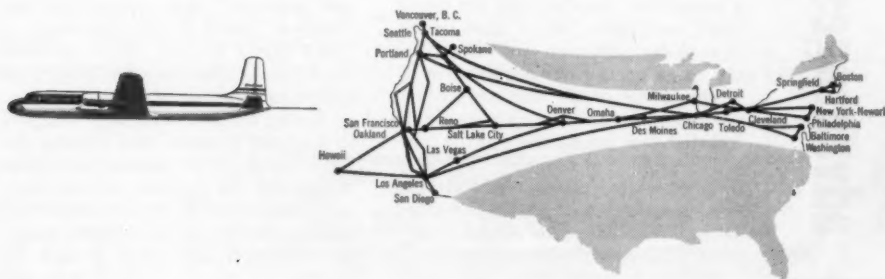
Whatever you ship, wherever you ship, here's an important fact to keep in mind. United Air Lines links more domestic markets in the East, the Midwest, along the Pacific Coast and Hawaii than any other carrier, air or surface.

In fact, to enjoy the shipping coverage provided alone by United's Main Line route, you would have

to call on 2 or 3 other major transportation systems.

Remember, too, United gives you fast, convenient connections at any one of these 82 cities on its Main Line Airway to speed your shipments to any other part of the nation or world. In coverage, convenience and all-out air freight service, United Air Lines is first among all domestic carriers.

Call the nearest United Representative or write for free booklet, "Industry's Flying Partner."  
Cargo Sales Div., Dept. B-1,  
United Air Lines, 5959 S. Cicero Ave., Chicago.





## How Alcoa uses businesspapers to sell product advantages



**OBJECTIVES:** To increase sales for Alcoa, its distributors and sign-manufacturing customers by educating highway officials on the advantages of Alcoa Aluminum for signs and markers.

**SCHEDULE:** Two-color spreads in four business publications.

**RESULTS:** "It had taken 10 years to sell 18 states on aluminum as the standard metal for highway signs. This campaign was a contributing factor in adding six additional states and innumerable cities, counties and townships within the short span of 12 months."

**AGENCY:** Fuller & Smith & Ross Inc.

building better businesspapers...  
better businesspaper advertising

**THE ASSOCIATED BUSINESS PUBLICATIONS**  
Founded 1906 • 205 East 42nd St., New York 17, N. Y.



"ONE SIZE FITS ALL," the "Expand-O" slogan, is emphasized in this window display of Esquire stretch socks. Socks are available in several styles.

issue of *Sports Illustrated* showed a woman beside an open fireplace popping corn, and in the foreground, enlarged to perspective, a man's leg in a green ribbed Expand-O sock. This striking illustration formed the front cover of our Fall-Winter Sales Promotion Guide.

The average man's 19-pair sock wardrobe is tied to the wide range of colors and designs now available. We're taking advantage of this fashion trend, and now offer Expand-O blended with cotton, or blended with wool, and in color-coordinated and "accessorized" designs. There are now Argyles for leisure and sports, and Bermuda walk-short socks of wool and nylon, and of cotton and nylon. For business wear, there are clocked and ribbed socks. For the sports enthusiast, there is a one-size athletic sock of blended wool and nylon. To make it easier to promote variety, we offer a boxed assortment we call our "Wardrobe Package," with three different colors, in a clock, a rib and a pattern. Retailing at \$3, its sales keep climbing.

Socks are impulse items, sensitive to point-of-purchase stimuli. There's a potentially large market for bigger "sock wardrobes," but it must be cultivated through the joint efforts of our company and our retailers.

Our force of 35 salesmen, whom we call "marketeers," are made to feel that they are partners in the company's promotion program. We keep them interested through such devices as sales contests, with trophies awarded to the "Best Salesman of the Year," "Best Rookie of the Year," and so on.

For such awards, they are rated

not only on volume in relation to quota, but on such points as the co-operation they get from retailers—in display, local store-sponsored advertising, etc. They are also rated on "information transmitted back to the firm."

To make it easy to transmit such information, the men's daily call reports have ample space for writing "Your Observations and Any Special Action You Want Taken." The rest of the page is designed to cut down on writing through the use of check marks and codes.

In our crowded and competitive field it is sometimes difficult for our salesmen to give our story to the buyer, much less get within earshot of a store's top management. Yet, no matter how good our merchandise is, or how attractive the package, sales won't hit their potential unless the buyer and merchandise manager know what we're doing.

Our current businesspaper program and our direct mail to stores are designed to break through that barrier. They were worked out by our advertising manager, Basil Thomsen, and Murray Dolmatch, head of "Ideas for Industry," who turned out the "stopper" series of advertisements in *Daily News Record*. With artwork by Francois, the series has little copy except its arresting headlines.

Today we have a package designed around the product, and fixtures designed around the package—to make it easy for the shopper to serve himself (and herself). If we continue the momentum of our first eight years, our program will have proved its worth.

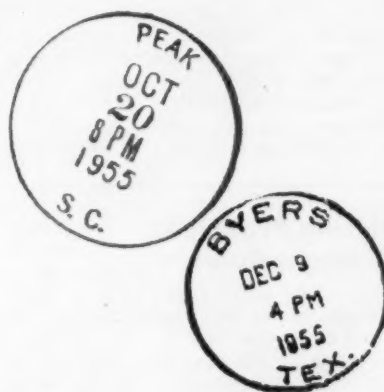
The End



All postmarks are actual reproductions. Post offices mentioned in the text really exist.



**Grit has  
a couple of  
"braggs" itself**



We took our Pointer (Ky.) the other day, and went on a statistics-Hunt (Ark., N.Y., Tex., W.Va.). We hope you'll condone a small brag or two.

For 1955 was a record Grit year, in both circulation and advertising. The former jumped more than 8%—to better than 800,000 in 16,000 small towns throughout America. And more and more advertisers discovered in Grit their best entree to America's least exploited market—true small towns remote from big cities. The best came toward the end. The November 20 issue, for example, carried a greater dollar advertising volume than any other in Grit's 73-year history—by a rousing 28%.

Which is as it should be. Grit is unique. It has more to offer small-town people than any other national weekly. It's the only one edited specially

for them. It's as friendly as a Main Street "Hello," and it talks about the things Main Street talks about. No other national publication comes close to its 58.54% circulation concentration in towns of 2500 and less, and none is likely to.

And *Grit sells small towners*. We can't emphasize that too much, because we've 20 years of specific proof to back it up. If you want more sales, advertise in Grit. *Grit sells small towners*.

Right here we'll Dare (Va.) a prediction for Fifty-six (Ark.). Grit will again set records for circulation and advertising, and Grit advertisers will continue to score substantial gains in small-town sales.

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco



# Will New FTC Code Cut Co-op Ad Costs?

(Note 1: Industry members giving advertising allowances to competing customers must exercise precaution and diligence in seeing that all of such allowances are used in accordance with the terms of their offers.)

(Note 2: When an industry member gives allowances to competing customers for advertising in a newspaper or periodical, the fact that a lower advertising rate for equivalent space is available to one or more, but not all, such customers, is not to be regarded by the industry member as warranting the retention by such customer or customers of any portion of the allowance for his or their personal use or benefit.)

Every buyer of co-op advertising, regardless of his product or service, has a big stake in the reaction of retailers and manufacturers to the provisions cited above of the Trade Practice Rules, which went into effect January 1 and now govern, by sanction of the Republican-controlled

Federal Trade Commission, the sales conduct of some 340 makers of corsets, brassieres and allied products.

The new Trade Practice Rules are an attempt by the industry and the FTC to curb what the foundation garment industry has regarded as abuses of one of its most powerful

tools of selling: co-op advertising.

The code embraces one of the touchiest aspects of a national advertisers' relations with his retail outlets, especially the larger ones: whether the retailer bills the manufacturer at the rate that the retailer  
(continued on page 102)

## Three Existing Practices: How FTC Might Rule

**Case 1** A retailer who actually pays a newspaper at the rate of \$1.00 per line charges a manufacturer for co-operative advertising on the basis of \$1.25 per line, contrary to the manufacturers' cooperative advertising plan which is based on the net rate actually paid by the retailer.

**Case 2** A retailer contracts with a newspaper for space on the basis of \$1.25 a line, subject to year-end rebate, depending upon the total amount of advertising given to the paper during the year. When this contract is made at the beginning of the year, the retailer knows or has very good reason to know that on the basis of past and contemplated future advertising policy, it will earn a net rate of not more than \$1.00 a line. The retailer nevertheless charges the manufacturer during the year for co-operative advertising on the basis of \$1.25 and at the end of the year retains for itself the rebate received from the newspapers.

**FTC Says: Possible Violations.** In Cases 1 and 2, set forth in your letter, it is assumed that the retailer is in competition with another or other customers of the manufacturer who are being paid a lesser amount, per line, and that there exists no question as to commerce requirements. On this assumption, I am of the view that the practice of the retailer might be violative of Section 5 of the Federal Trade

Commission Act. This conclusion further assumes, however, that the scope of the practices being engaged in as part of the program for inducing payments not justly due is sufficient to satisfy the legal requirements of public interest which are imposed with respect to proceedings under the Federal Trade Commission Act. The manufacturer would be liable under Section III of Rule I when not exercising caution and diligence in seeing to it that a portion of the allowances is not actually expended for the advertising (see Notes 1 and 2 to Section III of Rule I). [See above—Ed.]

**Case 3** A retailer actually pays a newspaper at the rate of \$1.00 a line but charges a manufacturer offering cooperative advertising at the rate of \$1.25 a line. The \$1.25 rate is arrived at by the retailer by adding production and layout costs to the newspaper space rate, although the co-operative advertising arrangement between the manufacturer and the retailer is confined to the net cost to the retailer of newspaper space and does not include such additional costs. **FTC Says: Possible Violation.** With respect to Case 3 set forth in your letter, I again assume the commerce requirements and existence of a retailer in competition who receives but \$1.00 per line. In this case the \$1.25 rate does not involve retention of a portion for the personal benefit of the retailer, nor any deception of the seller. It is assumed that the addi-

tional 25c per line is actually expended by the retailer for production and layout work involved in preparing the advertisement and publication. I am of the opinion that the payment of the additional 25c would constitute a violation of the rule by the manufacturer unless accorded for the same purpose on proportionally equal terms to other retailers in competition. While not all retailers may have the facilities to themselves perform the production and layout work they could doubtless have such work done for them by others and use the additional 25c for payment therefor. As to liabilities of the retailer, my previous comment is applicable.

Assuming that there is a concealment and non-itemization by the retailer of production and layout costs, and that the manufacturer is led to believe by reason of all the information supplied him by the retailer that the \$1.25 represents the actual net cost per line as charged by the newspaper, then I would say that the practice of the retailer may be violative of Section 5 of the Federal Trade Commission Act.

The views which I have expressed in this letter are my own and not those of the commission and are not binding upon it. They represent the best information I am able to give you in the absence of Commission and court decisions of the points, and I trust that they will prove of value to you and the members of the industry.

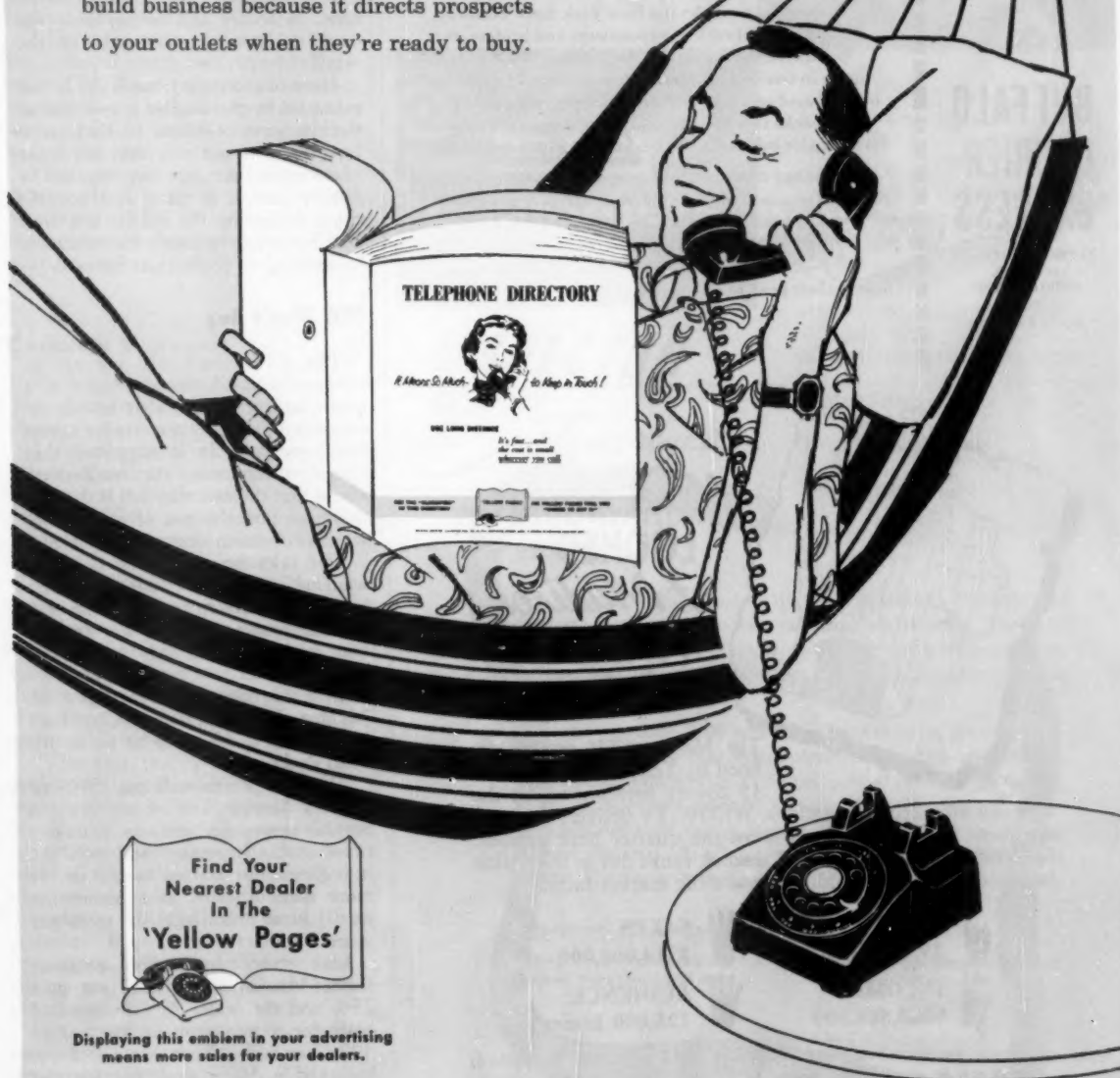
Barnet Watson, Attorney, FTC

# Make it this easy...

## FOR PROSPECTS TO BUY FROM **YOUR** DEALERS

One way to increase sales is to have your dealers' names, addresses and telephone numbers in the *right* place at the *right* time . . . in the 'Yellow Pages' of telephone directories.

Trade Mark Service is a sure, economical way to build business because it directs prospects to your outlets when they're ready to buy.



Displaying this emblem in your advertising means more sales for your dealers.

For more information, get in touch with the Trade Mark Service Representative at your local Telephone Business Office.

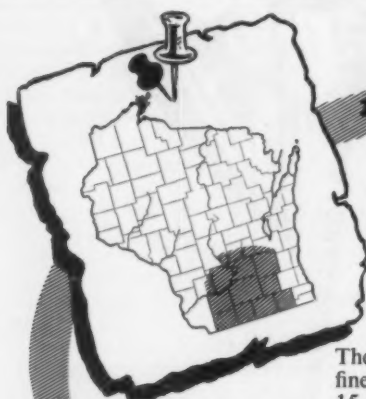
## The Courier-Express will help your sales **GROW** in this growing market

### BUFFALO COURIER- EXPRESS

REPRESENTATIVES:  
SCOLARO,  
MEER & SCOTT  
Pacific Coast:  
DOYLE & HAWLEY

Buffalo and Western New York's sound, steady growth during the last decade will accelerate during the next 10 years because of important new influences like the New York State Thruway, a new network of expressways and bridges, the St. Lawrence Seaway, and the location of many new plants in this area of primary distribution. And growth here is based on a firm foundation of economic stability thanks to a wide diversity of industries. You can devote major sales effort to this market with confidence.

For **MASS COVERAGE**, place your advertising in the *Sunday Courier-Express*... the State's largest newspaper outside of Manhattan. To **REACH THE AREA'S TOP BUYING POWER MOST ECONOMICALLY**, use the *Morning Courier-Express*. Both are now at their peak in circulation and advertising lineage.



## Have you LOOKED at Madison's TV MARKET lately?

The Madison TV market defined by Telepulse, Inc., is the 15 county area shown on the map. Of all receivable stations, WKOW-TV delivers the largest share of audience in 70% of the quarter hour periods. Madison, Wisconsin's second market, ranks 5th in the nation in income per household. Here are the market facts:

	<b>POPULATION</b> 193,000 families		<b>SALES</b> \$714,000,000
	<b>INCOME</b> \$983,864,000		<b>AUDIENCE</b> 125,000 homes

See your Headley-Reed TV man for details

**WKOW-TV**  
CBS, Too!  **Channel 27**  
Madison, Wisconsin

actually pays for his co-op advertising.

The industry belief is that the retailer, who buys at the rock bottom local rate because of the quantity of his purchases of newspaper, radio and TV space and time, often bills the manufacturer at a higher rate, although that rate may be less than the rate the manufacturer would have to pay if he bought the space himself. The implication: the retailer pockets the difference, which makes the amount in effect an extra discount, and probably illegal.

The burden of proof is now upon the 340 makers of foundation garments, who have voluntarily placed themselves under the FTC-approved code, to secure and to pay only the co-op ad rate actually paid by the retailer.

How to ascertain what is the actual rate paid by the retailer is now one of the thorniest problems of the manufacturer, who not only does not want to over-pay, but does not want to be hauled into a hearing and possible court action by the FTC, and who does not want to insult his customers by seeming to doubt their honesty.

### FTC Won't Say

The FTC itself will not say in advance what it would regard as a manufacturer's proof that he has secured and paid only the retailer's costs for co-op ads. It is suggested that manufacturers may ask retailers to affirm that the rate they bill is the rate they pay, plus the cost of production, when production costs are itemized.

The sales manager, who does not want to be quoted, for one of the best known brassiere firms says "We will ask for assurance from the retailer that we are paying only net lineage costs."

John Currier, sales manager for Maiden Form Brassiere Co., Inc., New York, in his co-op ad policy for 1956 declares:

"Maiden Form will pay 50% of the net lineage costs of ads . . . in regular newspaper sections, roto sections, and Christmas catalogs . . . it is illegal for a store to bill us for more than 50% or at a higher net rate, just as it is illegal for us to pay more."

Like many foundation garment firms, Maiden Form last year paid 75% and the dealer 25% in co-op ad costs for a minimum of five ads of 400 lines each. Now Maiden Form makes it a 50-50 deal, but Currier declares "Newspapers will be our No. 1 medium for the 1st half of 1956."

Currier also points out that in changing from a 75-25 to a 50-50 deal "that the extra money thus made

SALES MANAGEMENT



available to Maiden Form will be used for additional local newspaper advertising along the lines of the 1955 campaigns.

The drug industry, as well as all other industries, is forbidden under the anti-trust laws to give discounts or co-op advertising money in a way not available to all their customers who compete with each other. So far, though, the foundation garment industry is the only industry with a self-imposed code on co-op ads.

John S. Hewitt, executive vice-president, Anahist Co., Inc., Yonkers, N. Y., says:

"Since we pay only local rates—if the question of national rates arises we tell the guy to go to blazes—we've had no real difficulty.

"The drug trade, as a whole, has the situation pretty well covered. Reason? The chain druggists have used manufacturers to build up their lineage to gain an over-all saving at the end of the year.

"For example: we just paid a local rate of 44c. The national rate is 70c. While we pay for the dealer's slug, it still represents a saving of about 20% over the national rate."

#### Complete Misnomer

Paul S. Willis, president, Grocery Manufacturers of America, Inc., declares:

"Ad allowance' is a complete misnomer. 'Payment' is the accurate word and its use might clear up a lot of confused thinking and practices. We applaud the agreement reached by this segment of the apparel industry. Actually, the Robinson-Patman Act is quite clear on the point and those who deviate from it are in violation of the law. In our industry, the soap manufacturers have been doing a most determined job of spelling out what they want for their advertising payments to distributors."

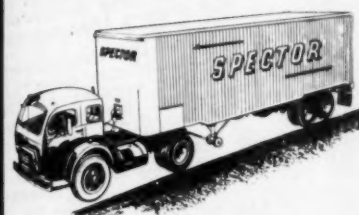
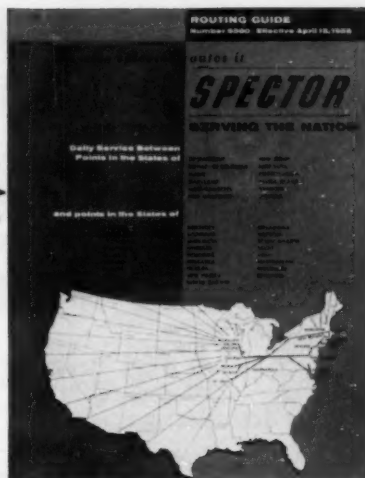
"The fact that we sell direct to stores is a great advantage," points out a spokesman for Procter & Gamble Co., Cincinnati, "in supervising advertising allowances. Each salesman is responsible for encouraging retailers to make fullest use of the allowances. On the other hand, the salesman knows his retailers and would not likely be fooled by false claims on handbill or direct mail distribution.

"Larger retail operations find radio profitable," reports P & G "and we compensate them for that. The arrangements are governed by a standard set of contracts. Our allowance of so many cents per case varies with each product."

**YOUR  
GUIDE  
to more  
customers**

**happy  
customers**

**SPECTOR**  
*Customerized*  
**FREIGHT  
TRANSPORTATION  
SERVICE**



**offers new distribution  
opportunities to  
the progressive  
sales manager**

Yes, transportation is one of the most significant, yet little understood aspects of modern sales and distribution. Properly approached, properly planned and used, motor transportation opens new and profitable avenues heretofore considered closed to exploitation.

Serving more than 5000 points in 37 states—with direct service to 7 of the 10 top markets of America—Spector enables you to reach, sell and service 77.52 per cent of the nation's buying potential. Spector's modern, versatile fleet, advanced facilities and methods—and expert freight distribution consultants—are at your disposal. Ask your traffic manager or contact your nearest Spector terminal for details.

#### SPECTOR CUSTOMERIZED SERVICE MEANS

Wider, Cost-Controlled Distribution  
Reduced Warehousing Charges

Lower Factory and Branch Inventories  
Faster, Safer Deliveries

A United States Custom  
Bonded Common Carrier



**SPECTOR FREIGHT SYSTEM, INC.**

General Offices: 3100 S. Wolcott Avenue, Chicago 8

#### TERMINALS IN:

Baltimore-Washington • Boston • Bridgeport • Chicago  
Decatur • Indianapolis • Milwaukee • Newark • New  
Britain • New York • Peoria • Philadelphia • Providence  
St. Louis • Springfield (Mass.) • Worcester

"Immediate results," says...

jack m. doyle  
ADVERTISING

305 W. BROADWAY, LOUISVILLE 2, KY.

The Wall Street Journal  
44 Broad Street  
New York, N. Y.

Gentlemen:

You will be interested to know that our client, Coolidge Corporation of Middletown, Ohio, told us that their advertisements in The Wall Street Journal have produced more traceable inquiries and orders than advertising in any other media.

Originally, the purpose of the Coolidge Wall Street Journal advertising was to acquaint a larger segment of the market of their products. However, immediate results developed from the first insertion.

In addition, there has been a marked prestige effect from their present customers as well as others who had been on the fringe.

All in all, Coolidge Corporation advertising in The Wall Street Journal has produced sufficient firm orders and sound inquiries that a 1955-56 schedule has been approved.

Cordially yours,

Jack M. Doyle

JMD:lgs

Back in 1948, the major soap companies were charged among other things with favoring large chain stores in granting advertising allowances. The chains, according to the charge, enjoyed lower newspaper rates than independent grocers.

However, the trial examiner dismissed the case five years later. The soap companies were not required to look into the rates paid by their distributors because,

(1) They gave promotional allowances under fixed plans open to everybody.

(2) The amount of the allowance for advertising was not based directly on amount of space purchased but on sales of soap. The amount paid closely approximated retailers' payments for advertising; had it been much greater, the decision probably would have been different.

### Discounts May Vary

This decision was not appealed. The seller of a standard product, evidently, may offer allowances based on sales volume. However, there's a peculiarity that may not fit all business. A grocery chain advertisement ordinarily gives but a small part of the total space to a single product. If, like a department store, it devoted full pages to a single product, FTC might have decided differently.

It appears that the role of the salesman in dealing with and controlling co-op advertising will become more important.

Maiden Form's Currier suggests that the "code will permit a salesman to make complete arrangements and that the code discourages deals arranged through the main office. The salesman will have more authority, his prestige will be higher, and his morale ought to go up." Maiden Form limits co-op advertising to 2% of "aggregate net purchases during the previous year or the current year, whichever is greater."

The attorney for another one of the Big Three soap firms believes "the corset industry agreement goes too far. We agree that producers should not pay advertising allowances for services not rendered but to base the retailer's compensation on the exact cost of insertions leaves him footing the bill for copy and art preparation. If he is unwilling to do this, the product misses out on advertising cooperation—a losing proposition all around. Besides, it is completely unrealistic for a major corporation to think it can keep tabs on the individual rate agreements."

The End

## The Case of the Curious Customers...

Men who keep getting ahead in business have an unquenchable curiosity about many things. This includes little things like the steel balls the Coolidge Corporation makes.

That's why so many different advertisers write letters about their successful Wall Street Journal campaigns.

Make it a point to test The Journal yourself. See what happens when you bring business information to the attention of executives who never are satisfied with what they already know.

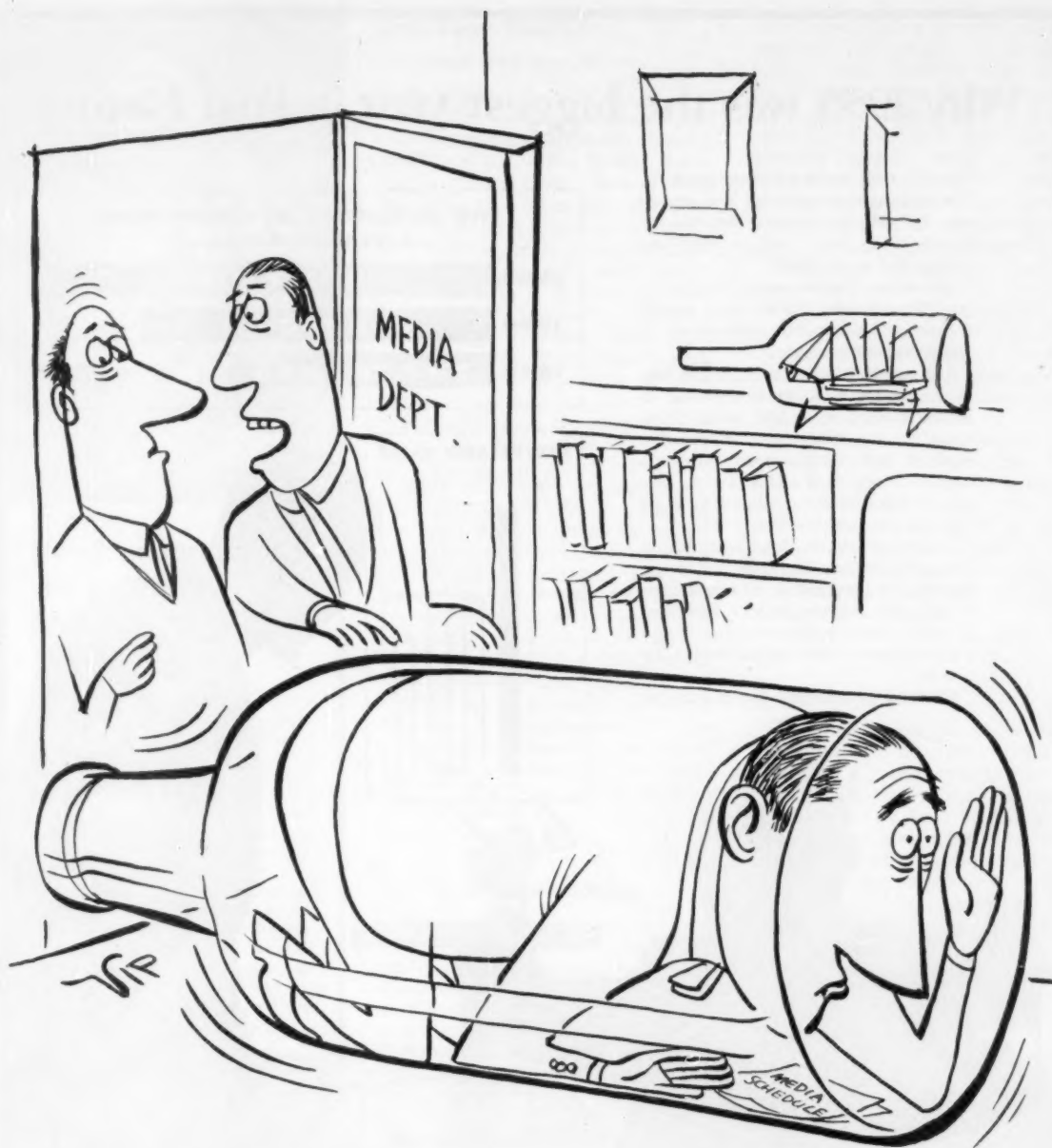
Circulation: 376,426

THE WALL STREET JOURNAL

Published at

NEW YORK  
44 Broad St.  
DALLAS  
911 Young St.

CHICAGO  
711 W. Monroe St.  
SAN FRANCISCO  
415 Bush St.

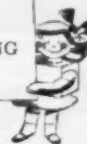


*"Ten to one J. B.'s new media assistant forgot  
that things have changed in Cincinnati."\**



**\*CHANGE No. 1:** The daily with the largest CITY ZONE circulation  
is now the Cincinnati Enquirer.

**CHANGE No. 2:** The daily that carries the MOST ADVERTISING  
is now the Cincinnati Enquirer.



*And...as always...SOLID Cincinnati reads the Cincinnati Enquirer • Represented by Moloney, Regan & Schmitt, Inc.*

# Why 1955 was the biggest year in Post history

To begin with, it was a big year generally. But we think there are other good reasons why The Saturday Evening Post was *UP* in advertising lineage, *UP* in advertising revenue, *UP* in circulation.

One reason was the editorial vitality of the magazine itself. Its reporting, special features and fiction were outstanding. It was great reading.

The reading public recognized this fact. In the first half of '55 the Post outsold its nearest competitor by 50% at the newsstand. In the second half, it probably bettered that margin (total circulation touched a new high—5,400,000 on Dec. 10). At home, people continued to spend the most time with the Post.

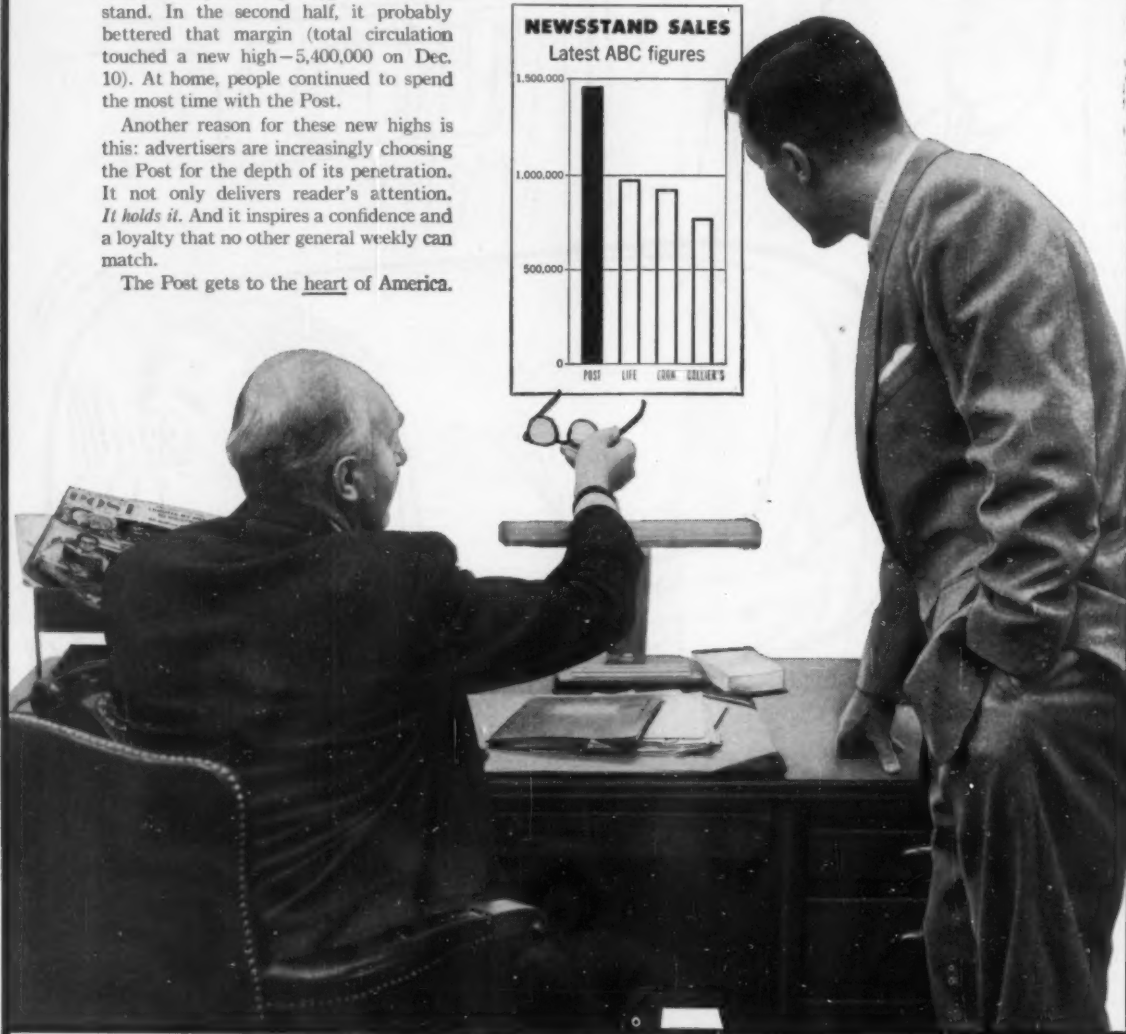
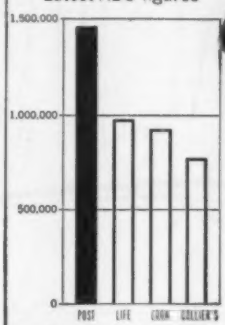
Another reason for these new highs is this: advertisers are increasingly choosing the Post for the depth of its penetration. It not only delivers reader's attention. *It holds it.* And it inspires a confidence and a loyalty that no other general weekly can match.

The Post gets to the heart of America.

## THE SATURDAY EVENING POST Advertising Revenue

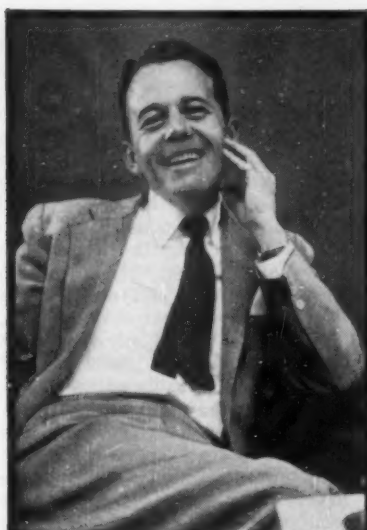
1955	\$83,731,203
1950	\$63,180,611
1946	\$47,755,345

## NEWSSTAND SALES Latest ABC figures



# America reads the Post

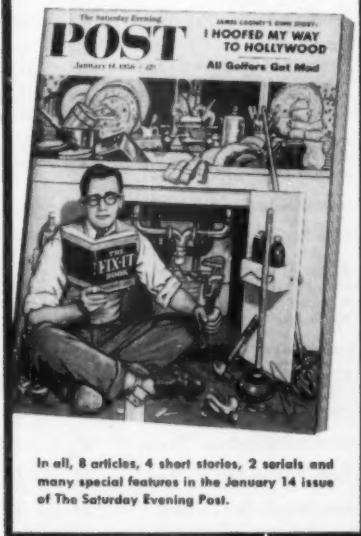




## "Never underestimate the grapefruit—look what it did for Jimmy Cagney!"

**JACK SEEHOF**, *Copy Supervisor, Foote, Cone & Belding, Chicago, previews Part II of "How I Got This Way" by James Cagney from this week's Post.*

"Jimmy Cagney was a second-rate vaudeville hooper and Hollywood bit player in 1928. Then he pushed Mae Clarke in the face with a grapefruit, and the rest of his career is history . . . I'll admit I'm a Cagney fan, but I'm still pleasantly surprised at the way he tells his life story. He sounds like one of the most unassuming and un-Hollywood stars that ever broke into print."



## List Your Stock?

(continued from page 36)

the wrong time too.

Through the years, Douglas Aircraft has given a rough ride to exact calculators and advice takers. Earnings in 1935 exceeded those of 1929 but both years' prices were the same. Despite increasing earnings which hit new highs in 1941, prices eased off. Not to be typed as regularly irregular, Douglas stock and earnings both fell off in 1947 in a period of general market discouragement. War expectations, not cold earning figures, seem to have charted the course of later prices.

But calculations and market analysis are invaluable in their places. They can decide a question for a firm like, "Should we reinvest earnings in expansion or finance projects by sale of new stock issues?" Amid the talk of a possible recession at the beginning of this decade, market-shyness was justified by not a few firms on the grounds that stock issues are costly to float and therefore dilute the earnings of existing shareholders. With stocks enjoying new favor, it is now pointed out that direct placement of a big bond issue has no safety valve. In the event that a portion of a new financing proves unnecessary or definitely unwise, stock sales can be held up whenever desired.

## Equities prime own pump

Proponents of both schools seem agreed that financing expansion by retained earnings tends to shut off stocks or bonds as a future potential source of funds. Channeling earnings into capital outlays rather than dividends makes common shares a less desirable investment for the usual speculator who wants immediate returns.

In the short run, financing by direct placement of corporate securities is far cheaper than floating a stock. Goldman, Sachs & Co. calculated that financing a \$20 million project of Continental Can Co. would cost \$250,000 on the open market. Direct placement of a debenture issue cost \$60,000. Recently it took 1.01% of proceeds for Standard Oil Co. (N.J.) to offer a \$150 million bond issue publicly. In the same year, a \$75 million issue was placed privately at .12% of gross proceeds. For negotiating direct sale of its securities, Idaho Power Co. paid an intermediary .1% to sell an issue which it would have cost .5% to market openly.

It is in the long run that the advantages of listing accrue. A long-

time listing's price history can help determine the best price for selling a further issue. Publicity achieved by the older issue rubs off on the new. Thus additional financing is accomplished at a saving in legal and accounting expenses, time and effort. Most states have "Blue Sky" laws requiring registration of securities in advance of sale, but exempting those listed on recognized exchanges.

The open nature of exchange transactions is the reason for this. Past and present quotations are actual, not nominal. Each step in a transaction is recorded and timed. A purchaser knows, and continues to know, how much cash his listed holdings represent.

Maintenance of an absolutely fair auction market for securities is a major factor in keeping the corporate device in good repute. The late Judge Gary, chairman, U.S. Steel Corp., kept directors waiting in the board room until any decision on dividend policy had been announced to the stock exchanges.

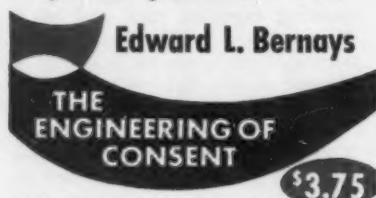
## Is altruism altruistic?

The expansion of government regulations and a more critical public attitude have contributed to the acknowledgment by many managements that they are trustees for shareholders, employees and public. Although the sincerity of this is questioned in some instances, fair administration speaks for itself in many others. General Mills and Johns-Manville follow their annual meetings with regional shareholder meetings where questions and criticism are encouraged.

On the other hand, many insiders question whether information, unmanipulated markets and government controls can really restore broadened ownership to the seat of authority in our giant corporations. How desirable would that result be if it could be achieved? It is certainly clear that listing and its attendant benefits will not work as a cure-all against such problems as those created by burgeoning monopoly and disappearing competition.

In promoting new listings the stock exchanges play up the advertising value of keeping a firm's name before the public through newspapers' stock quotation columns. Even though some may question whether this helps the sale of products, it undoubtedly contributes to a wider and more appreciative market for bonds or shares when a listed company needs more money. Many investors will not consider securities that are without the safeguards afforded by an exchange

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market and public scrutiny of prices.  
Underwriters of unlisted securities  
find that it helps public distribution  
to say in the prospectus that "Appli-  
cation will be made to list."

Customers know that exchange-  
member brokers work for their clients'  
best interests at the minimum com-  
mission rate fixed by the exchange. In  
the over-the-counter market, the  
dealer is not an agent but another  
principal, bargaining with his cus-  
tomers for profits rather than a com-  
mission. On 100 shares of Old Shelf-  
rider at 18½, or \$18.50, the New  
York Stock Exchange's member  
would receive a commission of \$23.50.  
In all likelihood an over-the-counter  
dealer would take a profit of perhaps  
\$90. Shareholders could buy a lot of  
bottles with the extra \$66.50.

Yet where there is a gap of three or  
four points between bid and asked  
prices on an exchange, an over-the-  
counter dealer can often offer a better  
price on a large block than the owner

could realize on the exchange floor  
if the block's size tended to depress  
the stock's price.

In their prospectuses, the exchanges  
give prestige a primary place among  
the advantages of listing. The New  
York Exchange claims that lending  
institutions assign higher collateral  
value to stocks on its list. The Amer-  
ican Stock Exchange began life as the  
New York Curb, an open-air auction  
mart for smaller and newer issues  
than the Big Board would list.  
Now it plays a dual role with a list  
including "many of the finest old  
names in our country's industry."

Actually, this is the same propa-  
ganda method as beverage firms use  
when they portray someone of distinc-  
tion and suggest it's what's in the  
jigger makes him bigger. A far  
weightier consideration is that listing  
can save a lot of owner, supplier and  
customer jitters. But there is no deny-  
ing that the Big Board glitters.

The End

## SALES GAINS AND LOSSES

Current operating statements show these changes in net sales volume (mil-  
lions of dollars) for representative corporations over the similar year-ago:

Key: f indicates fiscal year.

Company	Period	1955	1954	Company	Period	1955	1954
ACF Industries, Inc.	6 mo.	\$ 177.2	\$ 68.4	Internat. Tel.&Tel. Corp.	9 mo.	313.4	260.0
Allis (Louis) Co.	9 mo.	19.3	16.2	Kaiser Alum. & Chem.Co.	3 mo.	77.1	65.2
Amer. Bosch Arms Corp.	9 mo.	55.6	55.7	Kellogg (Spencer) & Sons	12 wks.	22.6	24.4
American Distilling Co.	1 yr. f	16.2	17.4	Kelsey-Hayes Wheel Co.	3 mo.	39.9	25.7
American Pulley Co.	1 yr. f	4.8	5.1	Liquid Carbonic Corp.	1 yr. f	43.9	51.3
Ansul Chemical Co.	1 yr. f	12.6	12.6	Masonite Corp.	3 mo.	14.8	12.2
Beatrice Foods Co.	9 mo.	246.2	218.7	Mergenthaler Linotype Co.	1 yr. f	23.4	26.3
Beech Aircraft Corp.	1 yr. f	77.0	78.0	Michigan Steel Tube Pds.	1 yr. f	7.4	7.1
Bourjois, Inc.	6 mo.	3.3	*3.0	Mission Appliance Corp.	1 yr. f	8.2	10.4
Burroughs (J.P.) & Son	1 yr. f	4.3	3.6	Murray Corp. of Amer.	3 mo.	18.6	18.4
Butler Mfg. Co.	1 yr. f	60.8	76.2	Namm-Loeser's, Inc.	6 mo.	7.4	*7.0
Carrier Corp.	1 yr. f	190.0	151.3	National Dept. Stores	9 mo.	45.5	42.6
Cenco Corp.	6 mo.	6.1	5.9	National Linen Service	3 mo.	10.2	9.4
Central Soya Co., Inc.	3 mo.	37.2	40.2	Osborn Manufacturing Co.	1 yr. f	11.7	11.9
Cessna Aircraft Co.	1 yr. f	50.0	45.1	Piper Aircraft Corp.	1 yr. f	16.8	11.4
Cuban Atlantic Sugar Co.	1 yr. f	67.2	60.4	Ralston Purina Co.	1 yr. f	385.5	416.6
Cunningham Drug Stores, Inc.	1 yr. f	42.5	40.9	Reliance Elec. & Eng.	1 yr. f	42.6	34.3
Curtis (Helene) Industries	6 mo.	13.2	11.3	Robbins & Myers, Inc.	3 mo.	7.2	4.7
Dana Corp.	3 mo.	64.1	32.4	Roddis Plywood Corp.	1 yr. f	50.4	40.2
Devoe & Reynolds Co., Inc.	9 mo.	38.9	36.2	Secord (Laura) Candy Shops	1 yr. f	5.2	5.1
Drackett Co.	1 yr. f	19.5	22.3	Sheraton Corp. of Amer.	6 mo.	57.2	*38.2
Eastern Industries, Inc.	1 yr. f	8.1	7.7	Stevens (J.P.) & Co., Inc.	1 yr. f	321.1	277.5
Ero Manufacturing Co.	1 yr. f	9.1	8.0	Timm Aircraft Corp.	1 yr. f	1.8	1.3
Eversharp, Inc.	9 mo.	16.0	14.6	United Brd.&Crtn.Corp.	24 wks.	8.6	7.6
Firestone Tire & Rubber Co.	1 yr. f	1,114.8	916.0	Victor Products Corp.	9 mo.	4.7	5.4
Fluor Corp., Ltd.	1 yr. f	106.0	93.4	Waco Aircraft Co.	1 yr. f	.4	1.9
Gemmer Mfg. Co.	1 yr. f	12.5	15.0				
Gould National Batteries	6 mo.	36.1	32.3				
Harnischfeger Corp.	1 yr. f	66.2	62.4				
Harshaw Chemical Co.	1 yr. f	60.8	53.6				
Hofmann Industries, Inc.	6 mo.	1.2	.03				
Horn & Hardart Bkg. Co.	1 yr. f	29.9	29.9				

\*Gross Sales

SALES MANAGEMENT

## WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

### The Market in Food Plants:

Market and media file, incorporating The National Industrial Advertisers Association outline, published by *Food Engineering*. Divided into eight parts, it demonstrates that the factories that produce what we eat and drink, regardless of which foods they make, buy the same industrial products. Data include: detailed definition of food plants; products purchased; buying-influence pattern for three types of purchases; ways to advertise; selling the plants all together; history and background of *Food Engineering*; market served; circulation policies; circulation breakdown; types of readers; editorial history and policies; special services; business analysis of total paid subscription for the May, 1955, issue. Write to G. E. Riddell, Advertising Sales Manager, *Food Engineering*, 330 W. 42nd St., New York 36, N. Y.

### 'The Iron Age' Market and Media File:

Based on the outline recommended by The National Industrial Advertisers Association, it presents data on the history and background of *The Iron Age*; market served; circulation history and policies; circulation breakdown geographically and by occupational functions; editorial history and policies; special services. There is also detailed information about advertising and market research seminars to be conducted by the magazine. Write to George T. Hook, Publisher, *The Iron Age*, Chestnut and 56th Streets, Philadelphia 39, Pa.

### How to Sell to the American Restaurant Market:

Data compiled by the market research staff of *American Restaurant* magazine. A \$4¾ billion annual business in 1940, the restaurant industry has grown from a "stepchild" of the home consumption food market to a giant "class" market of nearly \$16 billion yearly, in 1955. One dollar out of every four now spent by Americans for food is spent in restaurants—25% of the total. Covered in the report are: reasons behind the growth of

eating out; the over-all picture; evolution and progress of the restaurant industry; geographic distribution — commercial and hotel restaurants; internal problems of restaurant operation; internal problems — mealtime peaks, menu policies; problems, trends, opportunities; what restaurants buy in food, equipment and for other needs; buying practices and influences; how to sell to restaurants; advantages of selling to restaurants over other markets. Write to Jack W. Payne, Sales Promotion Manager, *American Restaurant*, 5 S. Wabash Ave., Chicago 3, Ill.

### Motor Truck and Truck Refrigeration Market in the Fluid Milk Industry:

Findings of a survey conducted by The Olsen Publishing Co., publisher of *The Ice Cream Review*, *The Milk Dealer*, *The Milk Products Journal* and *The Dairy Industries Catalog*. More than 1,000 milk dealers answered such questions as: What is the total number of motor trucks and tractors operated by your firm? How many trucks are used for retail delivery of milk? How many for wholesale milk delivery? How many tractors are used for wholesale milk delivery? What is average age of trucks and tractors in your fleet? How many tank trucks are operated? How many tank semi-trailers are operated? What is the least number of stops made per day on any of your routes? What is the largest number of stops per day? How many of your trucks are insulated? How many are refrigerated? What are the types of refrigeration? What are your first, second and third choices for type of refrigeration for retail and wholesale trucks? What are the disadvantages and limitations of present-day truck refrigeration systems? Write to Peter Olsen, The Olsen Publishing Co., 1445 N. Fifth St., Milwaukee 12, Wis.

**The Los Angeles Market:** Fact book prepared by the Market Research Division of the *Los Angeles Times*. It ranks second in population

—5,043,300, up 21.5% since 1950; second in number of homes—1,968,612, up 29.4% since 1950; third in manufacturing employment — 639,100, up 72% since 1950; third in high income spending units (over \$7,000 per year) with a per capita income 23.2% higher than the U.S. average; third in buying income — \$9,596,209,000; second in retail sales — \$6,582,538,000, more than Washington, Oregon, Arizona and New Mexico combined, and one-fourth of all retail sales in the West. Investments in new industrial plants and expansions total \$1,732,331,000. Other data include the market of homes—single and multiple dwelling units; automobile registrations; department stores; weekday and Sunday circulation of the *Los Angeles Times*, and its ranking nationally and in the Los Angeles market; in news and editorial lineage, morning home delivery, total advertising, classified advertising, rotogravure advertising, general advertising, retail advertising. Write to Fred C. Selzer, Jr., Manager, Market Research, *Los Angeles Times*, Los Angeles, Cal.

### Parents' Magazine's Circulation in Metropolitan Area Markets:

Published by the Research Department of *Parents' Magazine*, the 166 Standard Metropolitan Areas and 67 Potential Metropolitan Areas are listed according to population size, number of families, retail sales for 1954, and *Parents' Magazine* circulation for April 1955. Almost two out of every three U.S. families and three out of every four *Parents' Magazine* families live in these 233 major marketing areas. The 1955 SALES MANAGEMENT Survey of Buying Power, from which the data are taken, defines a Standard Metropolitan Area as "an integrated economic unit with a large volume of daily travel and communication between the central city and the outlying parts of the area." Each Standard Metropolitan Area includes at least one city of 50,000 or more and corresponds to the definition given by the U.S. Bureau of the Census. A Potential Metropolitan Area, according to SALES MANAGEMENT, is a smaller but rapidly developing market area whose population or retail sales activity warrants inclusion among the important U.S. markets. The potential areas generally have a central city of over 35,000 and annual retail sales of about \$75 million. Write to Monroe E. Michels, Promotion Manager, *Parents' Magazine*, 52 Vanderbilt Ave., New York 17, N. Y.



# Do You Merchandise Your Executive Manpower?

Important contribution to good public relations is to have your executives featured as speakers at association conventions and other meetings.

Many special values accrue to a company when its executives turn speakers.

In addition to the obvious good public relations for the company, it helps to grade up its personnel. Nobody can prepare a good speech without learning something through research and codifying of speech material.

Best part about a company's program to offer speakers for association conventions and other companies' meetings is that the demand easily outstrips supply. As a company you can pick your audiences—once your interest in supplying speakers is made known.

Company spokesmen have been found so valuable as a good

community and industry relations builder that many firms have established their own speakers' bureaus. These bureaus clear dates for executives and channel requests for speakers to the best qualified personnel.

To develop editorial material and to compile a central source of information on what companies make speakers available and the subjects on which they speak, SALES MEETINGS, Part 2 of SALES MANAGEMENT, has started a survey in industry. To have your company included in its compilation of sources of company speakers, simply fill in and mail the questionnaire below.

please clip and mail

## QUESTIONNAIRE ON COMPANY SPEAKERS

1. Does (or would) your company fill requests for speakers at association conventions? Yes ( ) No ( )
2. Does (or would) your company fill requests for speakers at sales meetings staged by other national companies? Yes ( ) No ( )
3. Is your company anxious to supply speakers ( )? Or does it prefer to offer speakers only occasionally ( )?
4. If you supply speakers, does the host group have to pay a speaker's travel expenses? Yes ( ) No ( )
5. How much advance notice do you expect in order to fill requests for speakers? ..... weeks.
6. What general or specific subjects are your speakers prepared to cover? .....
7. Does your company maintain its own speakers' bureau to handle requests from outside organizations? Yes ( ) No ( )
8. Does your company make motion picture films or slide films available to association conventions or other company meetings? Yes ( ) No ( )  
If films are available, how many are for outside use? .....  
(Please attach list of films now available.)
9. To whom should requests for speakers and/or films be made?

Name ..... Title .....  
Company .....  
Address .....  
City ..... Zone ..... State .....

please mail this  
questionnaire to

Research Department  
SALES MEETINGS  
1212 Chestnut Street  
Philadelphia 7, Pa.

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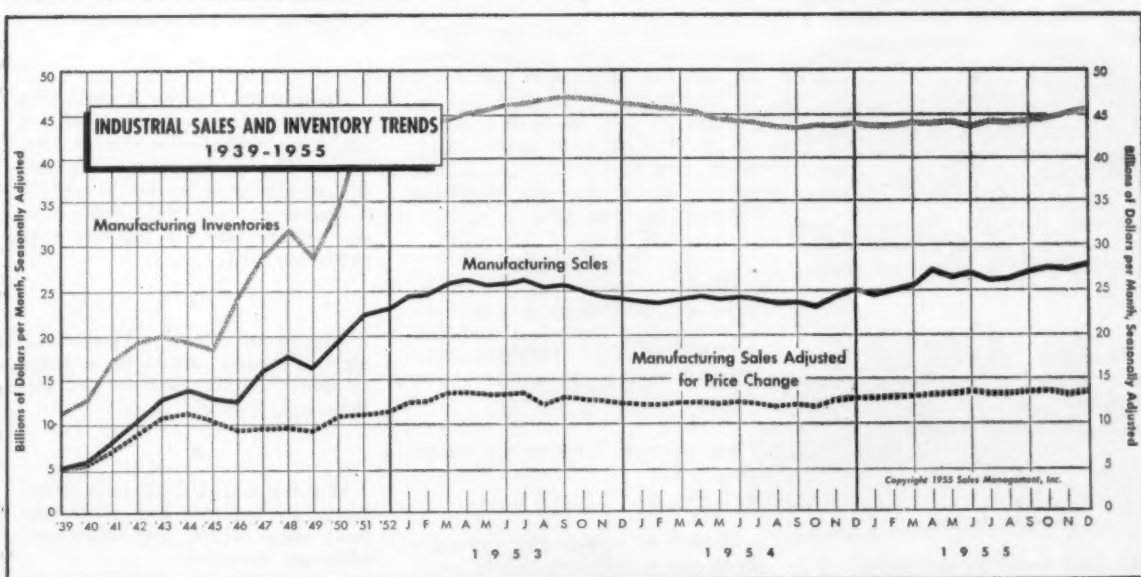
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INDUSTRIAL SALES in December will total \$27.8 billion reflecting an all time peak level with steel output at full capacity. Auto deliveries were high enough to bring total

1955 output close to the 8 million mark, but were not quite as high as November, the first month in which output of the 1956 models went into high gear.

## THE SCRATCH PAD

By T. Harry Thompson



J. M. Power offers a sermonette for a challenging new year: "The best way to make your dreams come true is to wake up."

Our favorite chambermaid said her brother-in-law had died with "two buffalos." It took the Mrs. to decode it as "tuberculosis."

The sea-gull was among the first to use a retractable landing-gear.

Overheard at a nearby table in Hackney's, Atlantic City: "This boy was incorrigible so his father said he guessed they should buy him a bicycle. Mom asked if that would cure his delinquency. Pop said: 'No, but it will spread it over a wider area'."

**BIGAMIST:** A man who keeps two himself.—*The Country Drummer.*

Francis Walsh says that among those things which are so simple a child can operate them are parents.

"If you think you're sitting on top of the world, remember that it turns over every 24 hours."—*Grit.*

I might guess that the oldest (and corniest!) gag among Armour & Co. salesmen is: "The race is not always to the Swift."

Wouldn't "Cracker Jack" have been a better pseudonym than "Cracker Jim" for *The Orlando Sentinel's* weather-prophet?

### HEADLINE PARADE

This road wasn't fit for pigs.—*Caterpillar Tractor.*

Take-off to Tomorrow. — *Martin Aircraft.*

The Deluge of Diane.—*Bell Telephone.*

How about do-it-yourself sandwiches?—*Borden's Cheese Spreads.*

It's simple & wicked what it does for you.—*Farner's Merry Widow.*

Picking up oyster-shells with a vacuum cleaner.—*B. F. Goodrich.*

We do business with the nicest ghosts!—*Southern Railway System.*

Zestful and/or restful.—*Broadmoor Hotel, Colorado Springs.*

A boon to budgets—*Air Parcel Post.*

Ever feel like trading yourself in for a new model?—*Instant Postum.*

If all the prospective fathers who "hope it's a boy" got their wish, the human race might deliquesce within a generation.

They tell me that, after 40,000 miles, a car begins to cost you money. But you don't need even that excuse for buying one of the new cars, regardless of your choice of make or model. Besides their obvious good looks, they have such eager power, you're glad we have such restraining influences as speed-laws.

While in the automotive department, it is conceivable that some truck advertiser might parody a stock line of *The New Yorker* magazine thus: "Neatest truck of the week."

**BED-SPRINGS:** Childhood's trampolin.

Hugh Scott tells us what one angry skunk said to another: "So do you!"

An old-timer is one who can remember roll-top desks.

**DELAY:** The greatest remedy for anger.—*Seneca.*

"Recipe for after-dinner speech: Use plenty of shortening."—*Pause.*

I wonder how General Electric and Westinghouse react to this line: "Sunbeam, the best electrical appliances made."

Lew Wallace says a man is never so on trial as in the moment of excessive good fortune.

**MARRIED MAN:** A bachelor who weakened under the strain.—*George Ade.*

Quoteworthy: "Waste of time is the most extravagant of all expenses."—*Theophrastus.*

Ralph Waldo Emerson gave us something to ponder before we tackle that tough prospect: "Do the thing you fear, and the death of fear is certain."

When Ike was able to return to Washington after his bad time in Denver, Milton Berle called it "Capital gains," and got a big hand.

Incidentally, maybe a marketing magazine isn't the place to bring it up, but a capital-gains bite of 25% sounds like a pretty fat commission for performing no service. Maybe the Government, too, might make more on "volume sales" if the rate were cut to say 10%.

Maybe the title of a Wednesday-night TV show should be amended to read: "Arthur Godfrey and His Remaining Friends."

Wonder why RCA's color-television screen has gone back to the fish-bowl shape which most black-and-white sets discarded?

Anyhow, the Kremlin still believes in the freedom of the seize.

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# How did Mr. Penpusher scoop the Loop in Chicago?

Once upon a time, many memos ago, Peter Penpusher opened a stationery store in a horse-and-buggy town called Chicago (shī-kā'-gō).



Here he sold pen points, paper cuffs, celluloid visors and brass spittoons. Later he set up a special sales division to call on large commercial accounts. And through the years his business grew and prospered. Likewise Chicago.

And likewise another Breezy City pioneer called the Chicago Tribune. Here's how these two young whipper-snappers (Penpusher's and the Tribune) scooped the Loop.



Penpusher execs figured they didn't need much advertising. They thought most of their store customers were women, completely loyal to Penpusher's, who bought pigeonhole paraphernalia for home use.



They believed the special sales division had the commercial business pretty much in hand.

But along came Joe, a Chicago Tribune editorial specialist who suggested a three-day customer investigation. And here's what they discovered:

Most (60%) of Penpusher's store customers were men—not women—who shopped for office—not home—supplies. They shopped there because of convenience—not loyalty. Included were the commercial accounts thought to be handled by the special sales division.



To win the office equipment race in Chicago, Penpusher's decided to sing out loud and clear in the

Chicago Tribune. Results kept pencils pushing, adding machines adding and multipliers multiplying.



So no matter whether you're a newcomer or old-timer in Shi-kā'-gō, remember the Shi-kā'-gō Trib'-ūn has the know-power and go-power that make scooping the Loop seem easy.

**Nobody knows Chicago like the Tribune.**

The Tribune has spent millions of dollars to find out who your best customers are, where they live and shop, why they buy. This information is yours for the asking.



**Nothing sells the Chicago market like the Tribune.**

Retail sales in Chicago and the 206 Chicagoland counties are big—valued at \$17 billion. And the best way to sell this market is through the Tribune. Does it pay? Just ask advertisers like Bowman Dairy, Pan American World Airways, Saks Fifth Avenue and Community Builders.



People may praise the Tribune, fuss about it or blast it—but reading the Tribune in Chicago is just like bicycling in Bermuda. Almost everybody does it. Practically 3 out of 4 families in the Chicago metropolitan area read the Tribune—almost half of all the families in 839 midwest towns read it. (Only 12% of metropolitan Chicago gets the largest national magazine—and less than 1 out of 10 tunes in on an average evening TV show.)

So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.

P. S. Always remember...



if you want to SELL Chicago

TELL Chicago in the

## Chicago Tribune

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